



EVALUATION OF THE RESPONSIBLE PARTY PROGRAMME

Mid-term Report

Prepared for Pernod Ricard

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EXECUTIVE SUMMARY

Introduction to the evaluation

Corporate Social Responsibility (CSR) plays a vital role in publicising and encouraging responsible practice in the alcohol industry. The European Alcohol and Health Forum (EAHF) was created in 2007 to mobilise action across society to address alcohol related harm. Bringing together a range of stakeholders, the EAHF defines tangible activities and targets for the fulfillment of the EU strategy objectives to support Member States in reducing alcohol related harm. Currently with 70 members, the EAHF includes Pernod Ricard, a range of companies and associations in the fields of production and retailing of alcohol beverages, public health organisations, media and advertising groups and research associations.

CSR is a major focus of Pernod Ricard's pursuit of continuous improvement. The Pernod Ricard Group has risen to the challenge of reconciling financial efficiency, respect for stakeholders, environmental protection, consumer protection and cultural awareness. One of the Group's CSR initiatives, the *Responsible Party* programme, addresses consumer protection and cultural awareness through promoting responsible drinking among youth and students. This programme also reflects Pernod Ricard's overarching commitment to EAHF towards reducing alcohol related harm.

This mid-term report provides a summary of current findings for Pernod Ricard, as well as providing important feedback to inform the final evaluation report, due in December 2014. Further to this, the findings of this mid-term report may also be used to adapt and enhance the existing 2014 Pernod Ricard programme, building on successes and extending possibilities for harm reduction.

Due to the short duration of the project so far, most findings are "first impressions" and may be modified when further evidence is found through party visits, interviews, questionnaires and document review. The aim with this mid-term report, which covers the period from April till November 2013, is to provide useful information for the continuation and ongoing improvement of the project in 2014.

Methodology

The evaluation is based on a mixed method approach in order to triangulate the analysis and findings. This approach contains different methodologies that supplement each other and will include key informant interviews, questionnaires, survey and observations along with the analysis of relevant documents. Selection criteria have been developed to determine the countries and parties to be visited under the *Responsible Party* initiative.

Pernod Ricard is actively seeking to measure the effectiveness and impacts of the Responsible Party programme. To increase effectiveness and impact of its CSR efforts and to report back to the EAHF, the key question guiding the evaluation is:

What has been the impact of the Responsible Party programme so far, and how can the programme become more effective and efficient in raising awareness on

responsible drinking and in contributing to reduction of excessive consumption of alcohol?

While Channel Research is responsible for the overall evaluation, the University of Louvain is responsible for the baseline survey with students, which the analysis of impact for this evaluation is dependent on.

Assessment of the *impact* of the Responsible Party contains the following key considerations and evaluation criteria:

- Effectiveness and impact
- Relevance
- Efficiency
- Sustainability (coherence)

This mid-term report provides some first impressions for the evaluation's specific objectives and will concentrate primarily on the objective analysing the effectiveness of the programme. This analysis will identify key success factors and limitations in the existing program, and generate preliminary recommendations for improvements to the 2014 programme. We note that it is too early in the evaluation process for this report to draw firm conclusions on the impact of the programme.

Analysis of the programme and key findings

The *Responsible Party* Programme is a pan-European awareness-raising campaign developed in 2009 by Pernod Ricard in partnership with *Ecole Hôtelière de Lausanne*. It targets students and organisers of student events and aims at contributing to raising awareness among students on responsible drinking and to the reduction of excessive and inappropriate consumption of alcohol. The programme is based on easy tools to be used for direct prevention during student parties, labelled *Responsible Party*.

Since 2010, Pernod Ricard has worked with the Erasmus Student Network (ESN) to design and implement the initiative in 28 countries on local and national levels, supported by the International Board of ESN and Pernod Ricard local affiliates.

Both Pernod Ricard and ESN programme operate in a decentralised way. This allows for initiatives such as the *Responsible Party* programme to be adapted into local contexts, however, it may also create challenges for coordination and management on (central) international level. Another challenge for the programme is that ESN works mainly on a voluntary basis and has a high rotation of staff/volunteers including its board, which is re-elected on an annual basis. Operating largely on a voluntary basis, the program is viewed as a voluntary initiative from the perspective of both *organisers* and *participants*. This makes follow-up of the programme from one year to another more difficult.

Programme brand and scale (relevance)

The broad European target of beneficiaries (students, mainly in exchange) is relevant for raising awareness on harmful effects of excessive drinking, as this population is the most at risk of such consumption. The programme has a broad outreach through the implementing partner ESN and the peer-to-peer approach for implementing the programme on the ground seems to be a relevant and effective approach for student engagement.

Organisational set-up and management (effectiveness)

An important finding regarding the management of the programme is the key role of the affiliates. The affiliates are in the centre of all local processes in the programme: they are in regular contact with the project manager of the programme and are tasked with building strong relationships with local students' associations. Furthermore, they are also generally in charge of the training of the ambassadors who are spreading the messages of the Responsible Party initiative via the adopted peer-to-peer method.

Another key actor of the programme is the project manager of the *Responsible Party* programme, who is central in assuring the roll out of the programme, coordination and implementation locally in collaboration with the affiliates and ESN.

A challenge for the organisational set-up and management of the programme is lack of time for both affiliates and the project manager, which is difficult when working with ESN as a partner on a voluntary basis. Successful implementation of the program requires time to establish a working relationship with ESN, time which is not adequately accounted for in the official management of the programme.

Geographical considerations (coherence)

The evaluation team considers that the high decentralisation level of the programme is one of its main strengths. It fits both the set-up of Pernod Ricard and of ESN organisations. However, the programme would benefit from more coherence between affiliates, which could also benefit ESN local organisations.

Delivery of the programme (efficiency)

The main identified challenges in program efficiency are linked to the selection of the ambassadors and their motivation. It seems to the evaluation team that those challenges could again be partly addressed through the role of the affiliates. Building a systematic 'training of trainers' program for affiliates could support the affiliates in finding new ways to motivate ambassadors. Trainings for the ambassadors could perhaps be more oriented towards the means of communication, how to engage with student and how they could use the questionnaires as a mean to approach students and establish the frame for their engagement.

The evaluation team concluded that the existing training program for ambassadors needs to include more practical tips and tools, as it is currently too theoretical. The current content is important as background information for understanding the initiative. However, by focusing more on concrete ways to engage with peer students in the role as ambassadors, the training would better equip the ambassadors and increase their capacity as ambassadors, their motivation and therefore also improve the impact of the programme from the peer-to-peer method point of view.

Conclusions

The targeting of beneficiaries (students, mainly in exchange) is relevant for raising awareness on harmful effects of excessive drinking to the extent that they are a group suffering extensively from such consumption.

The high decentralisation level of the programme is one of its main strengths. It both fits the set-up of Pernod Ricard and ESN organisations. However, the programme would benefit from more coherence between affiliates, which could also benefit ESN local organisations.

In terms of management of the programme, the affiliates and the project manager for the Responsible Party programme have key roles in terms of rolling out the programme, liaising with ESN and supporting the local implementation all over Europe. The role of the ambassadors is key as well for spreading the key messages and raising awareness amongst their peer students. The motivation and capacity of ambassadors is crucial for contributing to the success of the programme.

Recommendations

Maximise awareness raising

In order to maximise the awareness raising through the *Responsible Party* programme, the scope of ESN activities should be broadened beyond parties. This would extend awareness raising activities and also attract a broader range of students.

Training of trainers for affiliates

A 'training of trainers' program for affiliates should be established to improve their capacity and understanding of key issues when working with a voluntary organisation. It would be a way to improve also the training of ambassadors. The aim of this training would also be to improve the coherence in the roll out of the programme on a European level. This could be 4 training sessions per year, i.e one training per affiliate (one for Nordics, one for western Europe, one for southern Europe and one for eastern Europe).

Review of the training of ambassadors

An overall review of the training to ambassadors should be undertaken to make sure materials and messages are as relevant as possible and meet the needs of ambassadors. The review would also assess how to ensure that affiliates are undertaking best practice in terms of engaging ESN and ambassadors, as well as furthering the objectives of the programme.

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Channel Research is a consulting company specializing in conducting evaluations and impact assessments worldwide. It uses its experience of working in unstable environments and knowledge of the latest evaluation methodologies to help organizations develop tailored monitoring and evaluation systems and improve organizations operations and initiatives through learning from evaluation.

This mid-term report for the evaluation of the Responsible Party initiative for Pernod Ricard has the aim to provide some first impressions and findings from the evaluation that was initiated in April 2013 and to give recommendations for the ongoing activities of the programme in 2014. This report will also contribute to the final evaluation report due end of 2014.

ACRONYMS

CSR	Corporate Social Responsibility
EAHF	European Alcohol and Health Forum
ESN	Erasmus Student Network
M&E	Monitoring & Evaluation
PR	Pernod Ricard
WHO	World Health Organisation

Description of the main actors involved in the programme:

Responsible Party leaders (*leaders*) and Pernod Ricard Affiliates (*Affiliates*)

Responsible Party leaders are responsible at Pernod Ricard for the programme in the different European Countries. Pernod Ricard Affiliates are in charge, in-country, of the programme implementation. Most of the time, the *Affiliate* reports to the Responsible Party *Leader* of his country. Sometimes, the *Affiliate* can also be the *Leader* in his country. Responsible Party Leaders and Affiliates can have different positions at Pernod Ricard. They can work either in the Marketing department, in Communication, in Human Resources or in the Corporate Social Responsibility Unit.

Responsible Party organisers (*Organisers*)

Responsible Party organisers are in charge of the organisation of the Parties in the Responsible Party programme. They are generally part of ESN local sections (or ESN national board for national events) but can also be part of other students' associations being part of the programme. *Organisers* are generally in contact with *Affiliates* for organising the parties (location of the venue, material etc.) and are also in charge of finding motivated and reliable *ambassadors* for the parties.

Responsible Party Ambassadors (*ambassadors*)

Responsible Party ambassadors are volunteers from the local students' association in charge of the organisation of the parties (more often from ESN). *Ambassadors* are generally trained by *Affiliates* prior the parties, in order to engage directly with their peer students during the parties.

Responsible Party participants (*participants*)

Responsible Party participants refer to the students participating in the parties. They are often part of European students' exchanges. They are the beneficiaries of the programme.

For more details on each actor's activities within the programme, see section 3.1

1 INTRODUCTION AND BACKGROUND OF THE PROGRAMME

The following chapter gives an introduction to the corporate social responsibility (CSR) context in the alcohol industry along with the industry's commitments. Following that line, we will take a closer look at Pernod Ricard's commitment to CSR and their Responsible Party initiative in order to provide the background and purposes for this evaluation and mid-term report, which will be explained at the end of this chapter.

1.1 Background Corporate Social Responsibility context in the alcohol industry

Corporate Social Responsibility (CSR) plays a vital role in publicising and encouraging responsible practice in the alcohol industry. The European Alcohol and Health Forum (EAHF) was created in 2007 with the purpose to mobilise action across society to address alcohol related harm. It is a concrete way to fulfill the objectives of the EU strategy to support Member States in reducing alcohol related harm.

The EAHF brings together a range of stakeholders, including companies and associations in the fields of production and retailing of alcohol beverages, public health, media and advertising and research amongst others. The current number of members is 70, including Pernod Ricard. Members of the EAHF commit to take concrete action to address alcohol related harm. This has resulted in some 230 initiatives across sectors in EU countries initiated by the members since 2007 (EAHF, 2012, p. 3).

The International Centre for Alcohol Policies (ICAP) is a not-for-profit organisation supported by leading producers of beverage alcohol and another key player on the CSR arena in the alcohol industry. ICAP is dedicated to promote understanding of the role of alcohol in society and to help reduce the abuse of alcohol worldwide through dialogue and partnerships involving the beverage alcohol industry, governments, the public health community, and others with an interest in alcohol policy (www.icap.org).

The World Health Organisation (WHO), alcohol producers and ICAP recognise that alcohol abuse and alcohol dependence are significant public health problems. In 2012, this resulted in the alcohol industry announcing 5 commitments with related action areas and a five-year action plan in order to further reduce harmful drinking (PR, 2013, p. 19). The commitments are to:

1. **Reduce underage drinking** (through the implementation of minimum purchase ages).
2. **Strengthen and expand marketing codes of practice** (with a focus on digital marketing).
3. **Make responsible product innovations and develop easily understood symbols and messages** (as well as a dedicated responsible website mentioned on all packaging).
4. **Reduce the impact of drink driving** (by collaborating with governments and NGOs for improved education).
5. **Enlist the support of retailers** (to reduce harmful drinking and create guidelines).

These commitments have a central role in Pernod Ricard's CSR initiatives, which will be further explored in the following section.

1.2 Introduction to Corporate Social Responsibility at Pernod Ricard

CSR development and implementation is part of Pernod Ricard's pursuit of continuous improvement. The Group has risen to the challenge of reconciling financial efficiency, respect for stakeholders, environmental protection, consumer protection and cultural awareness. One of its CSR initiatives, *Responsible Party* programme, addresses consumer protection and cultural awareness through promoting responsible drinking among youth and students, reflecting commitment to EAHF in reducing alcohol related harm.

With the adoption of the WHO global strategy on reducing harmful drinking, Pernod Ricard formalised a CSR platform in 2010. Central to this new policy was a commitment to build CSR into every step of the Group's value chain, and to encourage every employee represent it personally.

The Pernod Ricard CSR platform is based on:

Respect for:

- employees
- shareholders
- partners
- local communities
- human rights

and four priorities to:

1. promote responsible drinking
2. respect the environment
3. share the Pernod Ricard culture
4. promote entrepreneurship

This CSR ambition is formalised through a governance structure which facilitates the realisation of the CSR objectives among affiliates and employees. A CSR advisory committee has been appointed to facilitate the implementation of CSR, provide analyses and recommendations on strategic CSR issues. Along with the CSR advisory committee, a network of CSR leaders has been created in 75 countries in order to implement the CSR strategy in every affiliate (PR, 2013, p. 8-11).

1.3 Background and objectives of Responsible Parties Programme

Linked to the priority of promoting responsible drinking through Pernod Ricard's CSR platform follows 5 priority areas, which are to:

1. Promote moderate drinking
2. Teach young people about the potential dangers of alcohol

3. Prevent drink driving
4. Dissuading pregnant women from drinking alcohol
5. Give Pernod Ricard teams a sense of responsibility

The *Responsible Party* initiative relates directly to the priority of promoting responsible drinking. Targeting young students across Europe, it promotes moderate drinking and teaches young people about the potential dangers of alcohol.

The *Responsible Party* is an awareness raising campaign developed by Pernod Ricard in partnership with Ecole Hôtelière de Lausanne in 2009. It targets students and organisers of student events and aims to contribute to raising awareness among students on responsible drinking practices and to the reduction of excessive and inappropriate consumption of alcohol. The programme is first of its kind organised at the European level and forms a key part for Pernod Ricard's engagement with the EAHF. As a member of EAHF, Pernod Ricard is committed to taking concrete action to address alcohol related harm. The *Responsible Party* programme responds directly to the objectives of the EAHF, and has established a range of activities and partnerships which contribute to improved awareness among students on responsible drinking and reduced excessive and inappropriate drinking practices.

The *Responsible Party* initiative is also recognised by the European Commission. The Commission has expressed its appreciation of the programme towards reducing alcohol-related harm (23.10.2013, Borg).

Alongside the European outreach of the *Responsible Party* programme, Pernod Ricard also works on a national level with their CSR priorities on programmes to promote responsible drinking. In Sweden, Pernod Ricard sponsored a school based program, "Prata om Alkohol" (talking about alcohol) which has been a big success and is being extended to schools in Denmark, Norway and Estonia. Prata om Alkohol demonstrates the successful application of an industry initiative which is evidence-based Monitoring and Evaluation (M&E) model that can be scaled up for application in a variety of contexts.

Another example is a 'Don't drink and drive' project Pernod Ricard has implemented, including training and related support materials for driving instructors. *The Responsible Party* is just one of a range of national initiatives which form a broad compliment to Pernod Ricard's activities to promote responsible drinking.

- ***Peer-to-peer methodology***

To maximise its efficacy, the *Responsible Party* initiative was designed to build trusting relationships with students and to encourage students to contribute to the development and delivery of the programme. This was achieved through a peer-to-peer methodology, which is more likely to be meaningful for students because messages are designed and delivered by students to other fellow students.

- ***ESN Implementing partner of the responsible party programme***

Since 2010, Pernod Ricard has worked with the Erasmus Student Network (ESN) to design and implement the initiative in 26 countries on local and national level, supported by the International Board of ESN and Pernod Ricard local affiliates.

ESN is a non-profit international student network and one of the biggest interdisciplinary student associations in Europe, established in 1989. It is present in more than 424 Higher Education Institutions in 36 countries with 12.000 members and offering services to 160.000 students. ESN is hence one of the international student network with the broadest outreach in Europe. ESN operates at three levels: local, national and international and works mainly on a voluntary basis. Because of this, the programme has a high rotation of staff/volunteers including its board, which is re-elected on an annual basis.

The mission of ESN is to represent international students and provide opportunities for cultural understanding and individual development under the principle of students helping students. This is done through activities in the local area sections, which include social and cultural events, such as country trips, film nights, festivals and parties. Furthermore, many areas have introduced a mentor system to assist international students with academic and practical integration following their arrival from another country (www.esn.org).

The initiative is implemented in a decentralised mode through the national and local ESN organisations and in coordination with the local Pernod Ricard affiliates in the area, who work on the *Responsible Party* initiative on a voluntary basis. The programme is targeting Erasmus students, a specific group of young people who decide to study abroad for a period of usually 6 months to experience another culture and meet new people. They are usually characterised by being open, social individuals who are curious about life and new experiences.

1.4 Background and main purposes of the evaluation

The overall purpose of this evaluation is to assess the effectiveness of the Responsible Party program and its contribution to the broader CSR platform at Pernod Ricard, and to report back to EAHF. Pernod Ricard requested an evaluation to understand what the impact of the Responsible Party programme has been so far, and how the programme can be more effective and efficient in raising awareness on responsible drinking and in contributing to the reduction of excessive consumption of alcohol amongst young adults.

This evaluation covers the period from April 2013 until November 2014 and has two specific objectives:

1. Firstly, to conduct a current programme impact evaluation through a comparison with baseline¹ primarily through Responsible Party spot-checks (and available secondary data provided by Pernod Ricard)
2. Secondly, to conduct a structured analysis and effectiveness study of the programme in order to understand better its key success factors and limitations and to allow effective further implementation of the programme

¹ Creation of the baseline is out of the scope of this evaluation. It is assumed that the baseline will be created by the University of Louvain by end of Sep, 2013.

The goals for the evaluation are to study the effectiveness and impact of the Responsible Party initiative in order to provide lessons learned and feedback for further improvement of the programme.

2 METHODOLOGY AND PURPOSE OF THE MID-TERM REPORT

2.1 Overall Approach to the evaluation

To increase effectiveness and impact of its CSR efforts and to report back to the EAHF, Pernod Ricard is actively seeking to measure the effectiveness and impacts of the Responsible Party programme.

The key question guiding the evaluation is:

What has been the impact of the Responsible Party programme so far, and how can the programme become more effective and efficient in raising awareness on responsible drinking and in contributing to reduction of excessive consumption of alcohol?

The approach to look at the *effectiveness* is a structural analysis to understand key success factors and limitations of the programme to allow maximum effectiveness and further development of the intervention. Some key considerations will be to look at:

- Programme delivery and current challenges for programme delivery
- Organisational set up and programme management
- Key capabilities required to effectively run responsible party initiative
- Processes and systems
- Geographical considerations
- Benchmarks regarding other related initiatives.

The approach to look at the *impact* of the responsible party contains the following key considerations:

Evaluation criteria	Evaluation questions
Effectiveness & impact	<p>To what extent were objectives achieved? Why (not)? Are there unintended results of the programme? What has been the impact at beneficiary and at other levels addressed by the programme?</p> <p>Suggested to be measured by net-change method: At core a 1) "before the message" and 2) "after the message" measurement of knowledge. 1) <i>Baseline study creation (out-of-scope): Measure current attitudes, knowledge and behaviours regarding excessive alcohol consumption.</i> 2) <i>Follow-up: Measure change in the level of awareness (and possibly behaviour)</i>²</p>
Relevance	To what extent is the programme relevant to the identified needs? What improvements are needed to gather relevant data from the programme?
Efficiency	How has initiative implementation been monitored before

² Baseline survey to be made by Univ. of Louvain in Aug-Sep 2013 and repeated end and beginning of school years.

	(by which indicators) in each country? How are lessons learned gathered during the monitoring processes to adjust the project's implementation?
Sustainability	How to ensure ESN's capability in initiative implementation despite of high rotation, how to ensure local adaption but international coordination (coherent image)?

The analysis impact for this evaluation is understood as the impact of the responsible party initiative at beneficiary level, for example:

'Has the awareness and knowledge of the potential harm related to excessive alcohol consumption changed for students who has attended responsible parties compared with students who have not attended responsible parties?'

The analysis of impact is however limited to the baseline survey with students prepared by the University of Louvain. While Channel Research is responsible for the evaluation, the University of Louvain is responsible for the survey, which the analysis of impact for this evaluation is dependent on.

2.2 Methodological approach to the evaluation

The evaluation is based on a mixed method approach in order to triangulate the analysis and findings. This approach contains different methodologies that complement each other and will include key informant interviews, questionnaires, survey and observations along with study of relevant documents.

The analysis of the responsible party initiative will take place at different levels:

1. A first macro level with a global perspective on the overall organisation and set-up of the responsible party initiative and the stakeholders involved (partners, key resource people etc.).
2. A second meso level focusing on the responsible party organisation level and roll out.
3. A third micro level focusing on the beneficiary level, in this case the student and the intended and unintended impact the responsible party initiative has for students.

2.3 Data collection Methods

The data collection method reflects the methodological approach to the evaluation using a mixed method approach. In the following section an explanation of the selected methods will be explained.

- ***In-depth semi-structured interviews***

A key data collection method for this evaluation is the semi-structured interviews with key stakeholders involved in organising the responsible parties (eg. ESN students, Pernod Ricard affiliates/CSR). This method will allow the evaluators to better understand:

- how the responsible party initiative is implemented,
- the programme management and structure,
- key success factors and limitations, and
- how possible constraints are addressed regarding the responsible parties.

- ***Questionnaires***

The semi-structured interviews are complemented with different questionnaires tailored for different stakeholders for the evaluation and with different purposes.

a) Pernod Ricard affiliate questionnaire

The questionnaire with Pernod Ricard affiliates has the purpose to cover the spread of the implementation of the responsible party further than the parties being visited, which are the cases where Pernod Ricard affiliates and CSR will be interviewed. This questionnaire has the aim to provide an understanding of how the initiative is implemented in the different countries and provide some insight on key success factors and limitations and how possible constraints are addressed regarding the responsible parties from country to country.

b) Responsible Party participants (students) questionnaire

A questionnaire tailored for students at responsible parties has been developed with the purpose to contribute to spot-check amongst the beneficiaries – the students - to analyse how the responsible party is received by the students attending responsible parties and what effects it has on the students.

c) Baseline survey with students

The questionnaire with the students attending the responsible parties described above is complemented by a baseline survey carried out by the University of Louvain. This survey is designed to explore whether there is a difference in the awareness and knowledge about harm related to excessive alcohol consumption for students attending and students who have not attending responsible parties. This survey will also assess whether the *Responsible Party* initiative has an impact on students' behaviour related to alcohol consumption, bearing in mind that the limited period of time for this baseline survey might give some indications rather than long term effects related to impact on students behaviour related to alcohol.

- ***Secondary data collection***

An extensive document review of relevant secondary data will be undertaken and consist of reviewing monitoring reports and past evaluations of the responsible party initiative, related materials from Pernod Ricard (CSR policy, CSR commitments etc), related documents from ESN, EHAF and relevant websites.

- **Observations of responsible parties**

Observations of the responsible parties will be a key method for the meso level analysis concerning the organisation of the responsible parties, roll out and tools/party gadgets handed out (flyers, breath analysers etc), with the purpose to understand how the parties are organised and rolled out.

For the party visits a set of selection criteria have been developed for choosing the most relevant parties to be visited for the evaluation, the criteria are:

- **Geography:** the parties visited during this evaluation should represent a diversity and spread of countries that the responsible parties are implemented in.
- **Scale of event:** parties visited should represent different scale of event in order to represent both large and smaller size responsible parties.
- **Organization of event:** As the responsible party is implemented through a decentralised structure via ESN, a representative selection of the different governance set-ups behind the parties should be visited.
- **Type of events:** As responsible parties are implemented at different student events, it would be important also to visit different types of events.

The methods used for this mid-term report are primarily semi-structured interviews, questionnaires with affiliates, secondary data review and observations from the first responsible party visits undertaken since the evaluation was initiated. Details on these methods can be found in the annex.

The responsible party participant (student) questionnaire, the student baseline survey, will be analysed during the next phase of the evaluation, as the first questionnaires from the party visits and the first round from the baseline survey are being finalised in the coming period and can therefore not be analysed and included in this mid-term review. The current party visits will be complemented by further observations from coming party visits in the next phase of the evaluation in 2014.

2.4 Activities undertaken during the evaluation until now

The review of the Responsible Party initiative started with an introductory meeting at Pernod Ricard HQ in Paris on Apr 26th 2013. The following activities have been conducted since then:

- Visits to four Responsible Parties, Mons (Belgium), Castellaneta (Italy), Essen (Germany) and the Sea Battle Responsible Party (Nordics).
 - Incl. interviews with four Responsible Party organizers, and
 - Submission of four Responsible Party visits' memos to Pernod Ricard
- Review of relevant documents received until date
- Creation of a questionnaire for the parties' participants (paper and electronic), and an example of Ms Access database to process the questionnaires
- Created an online questionnaire (SurveyMonkey) for Pernod Ricard affiliates (17 respondents out of 32, which gives a response rate of 53%)

- Development of interview guides for semi-structured interviews
- Development of check-list for observations and interviews during the party visits
- Interview with Pernod Ricard top management in CSR and communications: A. Hémard and S. Ricard
- Interview with Pernod Ricard VP Government Affairs, Jean Rodesh and with key members of the previous ESN board, and started discussions with the new ESN International board.
- Production of one quarterly status report and submission end of September
- Phone calls and face-to-face meetings with the Pernod Ricard Responsible party project manager and focal point for the evaluation to address issues and questions for the evaluation as well as monthly status calls for ensuring the successful progress of the evaluation.

2.5 Purpose of the mid-term report

The primary purpose of this report is to provide a summary of current findings for Pernod Ricard, and also to serve as guidance and provide input for the final report, to be submitted before end of December 2014. In addition, the findings may be used by Pernod Ricard to adjust the 2014 programme to maximise efficacy and engagement.

Due to the short duration of the project so far, most findings are “first impressions” and may be modified when further evidence is found through party visits, interviews, questionnaires and document review. The aim with the mid-term report, which covers the period from April till November 2013, is to provide useful information for the continuation and ongoing improvement of the project in 2014.

2.6 Methodological limits to the analysis

Raising awareness and, especially, enabling behavioural change typically require long-term commitment and repeated efforts. The high rotation of ESN staff and especially volunteers (it is understood that most students attend only once or organise only one Responsible Party) influences the programme impact (and also tracking performance of interventions).

Binge drinking is precipitated by many non-initiative factors. For this reason, the Responsible Party programme (and indeed the broader CSR platform of Pernod Ricard) is one of many factors influencing unhealthy alcohol consumption, and is therefore likely to have only a partial effect on the target groups. The scope of the evaluation will not be able to address all possible factors that could possibly affect binge drinking, but will reflect upon findings of relevance to the issue of binge drinking, for instance cultural drinking behaviour in the different countries where the responsible party is implemented.

The study allows that only few of the ESN countries will be visited. A sample countries need to be selected carefully and in agreement with Pernod Ricard, and the selection criteria, which to some extent contains limits as well, requires as much detailed background study of

the programme's implementation as possible (incl. interviews with Pernod Ricard and ESN staff).

The sample size of the student questionnaire for the Responsible Parties has been agreed to cover 20 parties with 25 questionnaires from each party, which gives a total of 500 questionnaires for the evaluation. This is a limited sample size of questionnaires compared with the annual number of students attending the responsible parties. However, it has been agreed upon as the most representative sample within the frame and scope of the evaluation.

The programme impact evaluation is not in the scope of this mid-term report as the quantitative survey supposed to be carried out by the University of Brussels is not yet available, as well as the spot-check interviews results. Therefore, a quantitative comparative analysis against the baseline is not yet possible with the current available data. This mid-term report will therefore focus on the structural analysis and effectiveness of the programme.

This mid-term report provides some first impressions for the evaluation's specific objectives described above and will concentrate primarily on the objective analysing the effectiveness of the programme to understand success factors and limitations for the programme in order to provide some first recommendations for improvements to the programme in 2014. We note that it is too early in the evaluation process to be able to draw firm conclusions on the impact of the programme.

3 ANALYSIS OF THE PROGRAMME

3.1 Overview of Pernod Ricard Responsible Party Programme

The *Responsible Party* Programme is a pan-European awareness raising campaign developed in 2009 by Pernod Ricard in partnership with *Ecole Hôtelière de Lausanne*. It targets students and organisers of student events and aims at contributing to raising awareness among students on responsible drinking and to the reduction of excessive and inappropriate consumption of alcohol. The programme is based on easy tools to be used for direct prevention during student parties labelled Responsible Party.

Since 2010, Pernod Ricard has worked with the Erasmus Student Network (ESN) to design and implement the initiative in 28 countries on local and national levels, supported by the International Board of ESN and Pernod Ricard local affiliates.

Both Pernod Ricard and ESN programme operate in a decentralised way. This allows for initiatives such as the Responsible Party programme to be adapted into local contexts, however, at the same time, may create challenges for coordination and management on (central) international level. Another challenge for the programme is that ESN works mainly on a voluntary basis and has a high rotation of staff/volunteers including its board re-elected on a yearly basis, which makes the follow-up from one year to another more difficult. As a consequence, the program also operates largely on a voluntary basis – both from the *organisers* and the *participants'* perspective, and, thus, faces a high yearly rotation of both groups.

The below graphs intend to provide the reader with a macro-level overview of the Responsible Party Programme organisational linkages and roll-out. Every linkage represents a relation between the main actors of the programme (actors are described in page 7), and is further described by other charts below. Each relation implies regular meetings, activities and outcomes.

All those relations exist under the fact that the Responsible Party Programme rests on a voluntary basis on the ground, emphasised by the circle in the middle of the below diagram (*Ambassadors* and *Participants*). All the relations described below aim to create and set up the conditions for a programme with a real bottom-up effect.



Description of the relations between Pernod Ricard Holding and the ESN international board

Pernod Ricard Holding Staff (*Project Manager and CSR Senior Management*)

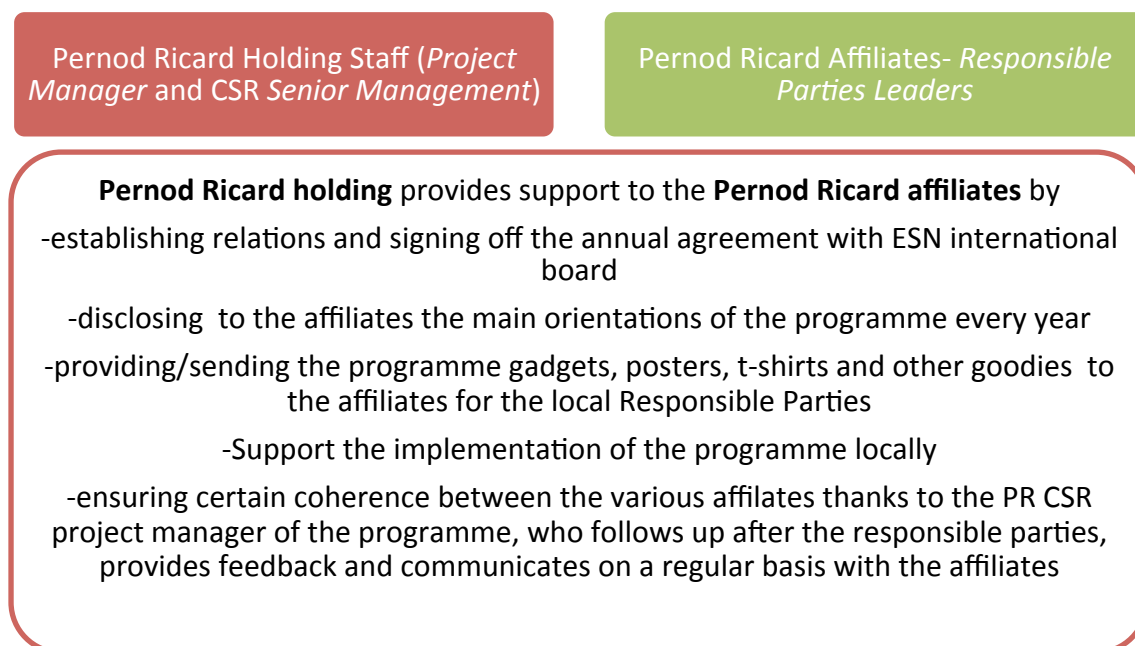
ESN International board

- They sign annual agreements. On December 11, 2013, the partnership was renewed for a 4th year.
- Together, they agree on the broad strategy for implementation of the program (generally in July, at the time of the renewal of the ESN international board)
 - They establish the global settings of the programme
 - Workshops and trainings are frequently delivered to ESN volunteers during national, regional and international events. Those workshops are usually organised by Pernod Ricard Holding but do not aim to target specifically the ESN international board but rather ESN volunteers at the local level.

Description of the relations between ESN international board and ESN national board and local sections



Description of the relations between Pernod Ricard Holding and Pernod Ricard Affiliates



Description of the relations between ESN local sections (or potentially other students associations) and Pernod Ricard Affiliates

Pernod Ricard Affiliates- *Responsible Parties Leaders*

ESN national board and local sections - *ambassadors*

- The Pernod Ricard *affiliates* (or *RP Leaders*) are in the first instance in charge of establishing strong relations with various ESN local sections in their country.
- Therefore, they can agree on dates and locations for future Responsible Parties as well as on their settings (material to be provided by Pernod Ricard, number of participants, number of *ambassadors* etc.)
- Pernod Ricard affiliates provide the necessary information and prevention/communication/promotional tools to ESN sections which are in charge of organizing the events and promoting the Responsible Party. It can be both material provided by the holding beforehand and material designed/created/made by the affiliate, tailored to the local context..
- The *RP leaders* are also ultimately in charge of training the *ambassadors*. This generally takes place a day before the responsible party (or during the afternoon).
- The cooperation between Pernod Ricard and ESN does not imply a commercial relationship.

Responsible Party: *Ambassadors and Participants*

- During the parties, ESN volunteers are Responsible Party *Ambassadors* and engage directly with their peer students.**
- They are easily recognizable and engage students on how they can have fun and be responsible at the same time by following simple rules.
- The responsible drinking main messages (binge drinking, peer pressure, eating, drinking soft drink, no drink driving) are delivered through a communication campaign composed of several tools (posters, information flyers, and oral communication from the ambassadors).
- Students are also invited to visit the dedicated website with information about alcohol and the risks of its misuse.
- Other tools are also used to enhance the responsibility of the Responsible Party participants. For instance, in order to prevent drinking and driving, it happens that a special designated driver system was implemented during the parties. On occasion, water is distributed for free and special buses drive students safely back home. Condoms, breathalysers and food can also be distributed to students.

3.2 Key findings of the analysis

The key analysis question for the programme evaluation is the following question:

What has been the impact of the Responsible Party programme so far, and how can the programme become more effective and efficient in raising awareness on responsible drinking and in contributing to reduction of excessive consumption of alcohol?

The present mid-term report will focus on the relevance, coherence, effectiveness and efficiency analysis of the programme because of data availability limitations (see section 2.6).

- ***Programme brand and scale: unique, first of its kind with potential to scale (relevance)***

The aim of the programme is to inform, educate and raise awareness among students on the risks of excessive and inappropriate consumption as well as giving them tips to organise safe parties and show them they can enjoy parties in a safe environment. The Responsible Party programme is the first pan European program with students as target group. There are no similar programs implemented by competitors.

Parties are organised in different countries, usually including groups of students from many different countries and drinking cultures. Targeting young European students in exchange programs seems particularly relevant for achieving this aim as they are a high-risk group. When students are in a foreign country, they often use parties as their primary social network, occasions during which inappropriate alcohol consumption can occur.

Pernod Ricard prioritises building relationships of trust with ESNs, which seems to be a key reason for the success of the programme. Since the beginning of the programme, students have been directly involved in its implementation and in its development. Pernod Ricard has developed a specific peer-to-peer approach to make sure that the right message is disseminated. This peer-to-peer approach appears to be appropriate to engage with students, as they are generally very reluctant to be engaged in a patronising way on this issue.

The program is not, however, ESN exclusive, and allows for local initiatives in different contexts. In Europe, Pernod Ricard has a partnership with Stockholm School of Economics in Latvia and Sweden and is for instance in the process of beginning a collaboration with ELSA (European Law Student Association), lawyers' student union. In Germany, parties are also organised with UNICUM, a students' association, where parties are implemented via the same peer-to-peer approach.

During its three-year duration, the programme also benefitted from a learning process; materials are now more relevant than in the beginning (more adapted to local contexts³,

³ See the *coherence* section below

additional tools have been created⁴) and key stakeholders and especially Pernod Ricard affiliates know better the program.

- **Organisational set-up and management (effectiveness)**

The focus on the Structural analysis and effectiveness is essentially to understand key success factors and limitations of the programme to allow maximum effectiveness and further development of the intervention.

The overall organisational configuration of the programme is outlined in section 3.1.

It is essentially based on **local initiatives from the Pernod Ricard affiliates** as well as on the **willingness of ESN local sections**. One of the main challenges in such configuration is the frequency of relations between the affiliates and the local students' sections. As described in the survey in annex 5, this frequency varies significantly and many affiliates do not appear to be able to scale up the programme in their country, essentially because of a **lack of time they can allocate to it**. As a consequence, they do not always expand the relations they have with ESN local sections and the number of ESN local sections they are in contact with.

In Belgium, for instance, when the PR affiliate was appointed, the relations with ESN local sections were at a very low level (both in quantitative and in qualitative terms) and, in spite of his willingness to scale up the programme, he struggles to expand it in any substantive way because he has to work on it during his own time. Generally speaking, it seems organisers do not have enough time allocated for the parties (see annex 5) as they are required to work overtime to organise the party events. As long as the organizers are not effectively "incentivised" (paid or through other incentives) for this work, it is a real challenge to motivate them to deliver a high number of parties in their countries. Indeed, ESN local sections' willingness essentially comes from the networking effort that the affiliates can provide. On this aspect, the continuity between the affiliates is also a challenge as there is no structured follow up between the current affiliates and his/her successor⁵.

The above point is also a key trigger for finding **motivated and reliable ambassadors**. ESN local sections' organisers are in charge of finding motivated ambassadors in their sections and it is often a challenge for them⁶ (see annex 5). Therefore, the higher the networking effort is from the affiliate, the higher the number of ambassadors the ESN local sections will be. Hence, the level of effort from the affiliates is both fundamental in quantitative terms (number of parties) and in qualitative terms (number of ambassadors and their level of motivation). It seems also to be clear that ambassadors can only be motivated and have an

⁴ An app for smartphones have just been launched in December 2013 to inform about the programme, provide information about alcohol consumption and related risks and to provide an overview of Responsible Party and upcoming dates.

⁵ In Spain, for instance, the new affiliate is much more motivated and interested by the programme than his predecessor. Therefore, the programme in Spain scaled up during the last months. It must be noted however that it can be the other way around in other cases.

⁶ The number of ambassadors trained prior to parties is regularly too low compared with the number of students in a Responsible Party. As an average however, there is 1 trained ambassador per 63 students in a Responsible Party, which seems to be a reasonable figure.

impact if they can somehow have fun during the parties, which seems to be the case. The reception of the message by the students seems also to be very reliant on ambassadors' behaviour and motivation, which, comes from, to a certain extent, the motivation and interest in the programme that the organiser of the party already has (hence again the importance of the networking effort from the affiliate). The training of the ambassadors is also key, as the training is the main mode of equipping the ambassadors with capacity to approach their peer students and influence their drinking behaviour during a Responsible Party.

Another intrinsic limit to the effectiveness of the programme seems to be its mode of operation and timing: It seems to be hard for the ambassadors to be educational with their peer students at the very moment the students are precisely supposed to drink. The role of the ambassadors seems to be limited to provide their peer students with tips and tools during a Responsible Party to avoid inappropriate consumption and contribute to a safe party by raising awareness through different activities such as quizzes, distribution of gadgets, water and food. The timing aspect of when students are approached offers some opportunities, as instead of only approaching students during the parties, it might increase awareness if students could be approached in another environment as well and at another moment.

Another key aspect of the programme effectiveness is the **role of its full time project manager**, who takes full responsibility for the program at the holding level and is in charge of the whole budget. She is very dedicated, flexible and has an eye for feasible strategies for the parties' implementation. The key role of the Responsible Party Programme Manager also includes some risks as the programme might be too dependent on her. Also, it appeared in the affiliates' survey (annex 5) and also to the evaluator that she can in some occasions be stretched. It seems to be impossible for one person to provide the support needed by the affiliates for each party.

Another challenge for the effectiveness of the programme is the **high turnover of the Responsible Parties organisers** (the ESN local students in charge of the organisation of the parties). This may limit the collection and analysis of lessons learned, and delay further development of the program as inducting and motivating new ambassadors takes time. This is understandable, as participants rarely take part in several Responsible Parties. This may challenge measurement of awareness-raising (and possible behavioural change aspects of the programme) as these aspects typically require repeated efforts.

- ***Geographical consideration (coherence)***

What are the key differences of national programmes? How to encourage local leadership, and at the same time ensure programme's coherence as a whole?

How to ensure ESN's capability in the initiative implementation despite of high rotation, how to ensure local adaption but international coordination (coherent image)?

Pernod Ricard is a decentralised company and most of its CSR initiatives are local. As local contexts differ significantly, coordination of the program is challenging. It needs to be

noted, however, that CSR initiatives in general need to have a local touch, and typically require customisation to local needs and circumstances.

Similarly, Responsible Parties are organised in a highly decentralised and often ad hoc manner. The evaluator considers that this decentralised approach is absolutely appropriate to the nature of the programme and fits very well with the organisation of PR's main partner, ESN. Based on the fact that both ESN and PR are very decentralised, the Responsible Party programme can benefit from a large, comprehensive and voluntary foundation of students on the ground, aiming to create a real bottom-up effect. This is both the main strength of the programme and one of its main challenges.

At least partly due to its fairly high level of decentralisation, the programme seems to suffer from a lack of timely and coherent reporting (in spite of the project manager's crucial role and efforts to standardize the programme, for example through creation and submission of Responsible Party-related material).

In terms of coherence of and reporting after the parties, the affiliates are crucial. The fact that they do not always have the same position in the company (Communications, Marketing, CSR) might sometimes affect the parties' delivery and reporting. Sometimes the affiliates organize a Responsible Party themselves (via ambassadors of local students' associations though) and sometimes they delegate the parties' organisation (to specialised agencies, for example in Germany, Switzerland and to some extent for the Nordic Sea Battle): thus, the organisers' position shows some indication of the weight put on the programme per country. At the same time having organisers from different organisational units may be an effective way to win internal support and buy-in for the Responsible Party initiative.

Even though the affiliates are supposed to report on the Parties' success to the Responsible Party project manager, it appeared through the survey (annex 5) that the reporting sometimes lacked coherence between them and also in terms of regularity. Also, there is no evidence of standardised content in the training sessions delivered to the affiliates ("training of trainers") that would ensure certain coherence of the programme throughout Europe.

This decentralisation aspect is also visible through the relations with ESN. Even though they seem in a good state overall, one can note that they are not always the key partner (annex 5). In Romania for instance, the Responsible Party leader claims they organised the first party together with ESN recently, whereas Romania had already reached more than 15 000 students before partnering with ESN. It is not yet clear to the evaluator whether it adds value to the programme (allowing reaching more students throughout Europe) or if it might undermine its coherence, and over the long run also the relations with ESN.

The overall configuration of the programme (presented section 3.1) actually **allows the Responsible Party Programme to be both managed from the top and absolutely flexible at the ground level**. For instance, the core material for Responsible Party is provided by the holding but does not prevent local affiliates to create their own material, likely to be more adapted at the local context. During a visit to Germany, the evaluator noticed that new flyers in Germany had been created by the affiliate. Another example of flexibility is the

relations with the students associations. Even though the main agreement is the partnership with ESN, some affiliates are partnering with local students associations (Germany, Switzerland and in the Nordics).

- ***Delivery of the programme (efficiency)***

What are current key challenges for the Responsible Party programme delivery? How easy is it to organise a Responsible Party?

The delivery of the programme mainly relies, in a first instance, on the time allocated to it by Pernod Ricard affiliates. As outlined by the survey (annex 5), they generally have different positions in the company (marketing, communication, CSR etc.) and the time they can allocate to the programme also vary significantly. As the programme is never their main focus, they lack incentives to scale up the programme in their country to some extent, for instance by linking up with more ESN local sections of their country. However, as the programme is well framed by the holding, the efficiency (outcomes/time allocated) seems overall satisfactory.

Another key aspect for the delivery of the programme is the role held by ambassadors during the parties. Their role is fundamental notably because they are the main driver of the messages during the parties. The evaluation team noticed during visits and interviews two main challenges regarding ambassadors' role and position.

The first challenge faced by the programme is the selection of the ambassadors. As the ambassadors must be volunteers⁷, it is sometimes difficult for ESN local sections to find a satisfactory number of ambassadors for the parties, which can therefore affect the delivery of the programme. Consequently, when the number of ambassadors is too low, the visibility of the programme is affected, as well as the delivery of the messages.

The other main challenge does not relate to the number of ambassadors but to their motivation and willingness. Also as an effect of the first challenge, ESN sections are not really able to select their ambassadors with specific selection criteria. Therefore, some of them may not be ambassadors for good reasons, nor having the adequate motivation to be ambassadors.

- ***Processes and systems***

How to better gather and share knowledge among the country programmes?

Processes and systems: How are feedback processes and learning encouraged and enabled?

Different reporting tools are used by Pernod Ricard for the monitoring of the programme.

At Pernod Ricard level, affiliates are asked to produce internal reports after each party so that at European level the project can be constantly evaluated and adapted (72,5% of the affiliates declare sending feedback to the Project Manager either always or regularly (Annex

⁷ Most of the time, they must be volunteers. But in Switzerland and in Germany for instance, professional host and hostess are contracted by the affiliates to be ambassadors

5). Affiliates also generally report to their manager in the Pernod Ricard affiliate (50% report always and 25% regularly, annex 5). More informally, affiliates also have a discussion with ESN organizers (75% of the affiliates declared they always have a discussion with ESN organizers after the parties, annex 5), in order to receive their feedback from an organizational perspective. This reporting allows the holding to have a relative clear view on all events, and to adapt the project over time.

The programme can also benefit from two questionnaires that are used to ensure certain monitoring and visibility on the effectiveness of the programme. One questionnaire is for participants and the other one for organisers. Even if they could still be improved⁸ (annex 5), the questionnaires are of great interest for evaluation purposes. The new version of the questionnaires will be used for the final report of this evaluation.

Another reporting tool available to Pernod Ricard staff internally is *Chatter*. *Chatter* provides a forum for Pernod Ricard affiliates and Responsible Party organisers to share experience and learning around the Responsible Party initiative. It is used frequently by Pernod Ricard staff (annex 5) and allows all the affiliates to have visibility on initiatives created by other affiliates. This tool is appreciated by the affiliates (annex 5).

The ESN Responsible Party coordinators also provide an evaluation report after the end of each party, which provides general feedback and learning from the events, however it is uncertain whether there is a broader system in place in order to ensure that this feedback and learning is shared more broadly within Pernod Ricard responsible party organisers.

⁸ Comments on the former questionnaires are in annex 5. A new version of the participant questionnaire has been released in September 2013, taking into account some comments from the affiliates (notably its size).

4 CONCLUSIONS AND RECOMMENDATIONS

Programme brand and scale (relevance)

The targeting of beneficiaries (students, mainly in exchange) is relevant for raising awareness on harmful effects of excessive drinking to the extent that they are the main population suffering from such consumption. However, it seems that trying to reach younger beneficiaries would be relevant as well. Raising awareness on an issue requires from the beneficiaries certain openness on this issue, as well as a continued message delivery to enhance the change of perception. Hence, trying to reach also younger beneficiaries (at secondary school for instance) may increase the impact of the awareness raising. An important point is however that intermediaries are needed, as Pernod Ricard as an alcohol producer cannot speak with underage people directly. The project “Prata om alkohol” is a good example on awareness raising materials produced by Pernod Ricard to teachers who talk and discuss directly with underage students. The Responsible Party initiative and “Prata om alkohol” project is also a good example how awareness raising in one project complement awareness raising in another project which together can create synergies and increase overall awareness raising through Pernod Ricard’s CSR initiatives.

Recommendations

- From an overall CSR perspective at Pernod Ricard, the Responsible Party programme will benefit from **as much regional and national coordination and attention towards possible synergies at regional and national level between awareness raising initiatives.**
- In order to maximise the awareness raising through the *Responsible Party* programme, the scope of ESN activities should be broadened beyond parties. This would extend awareness raising activities and also attract a broader range of students.

Organisational set-up and management (effectiveness)

An important finding regarding the management of the programme is the key role of the affiliates. The affiliates are in the centre of all local processes in the programme: they are in regular contact with the project manager of the programme and are entitled to build strong relationships with local students’ associations. Furthermore, they are also generally in charge of the training of the ambassadors. It is the general impression, by the evaluation team, that affiliates do not have enough time and resources to carry out all the above tasks on a regular basis. This potentially might affect both the quality of the events (lacks in the trainings, low number of ambassadors) and the quantity of events and therefore the overall scale of the programme. Affiliates lack time to build strong relationships with local associations, which is time consuming and often have to carry this out during their personal free time.

The evaluation team considers that affiliates could be more incentivized and could have more time allocated to this project, notably for this programme to reach more students in each country and also to improve the coordination of the event (ambassadors’ trainings, kits distribution etc.). This affiliates “empowerment” could also mitigate the challenges coming from the high turnover of the organisers as the affiliates could ensure certain follow-up between them. Last but not least, those incentives would certainly allow the affiliates to

seize the programme more. In other words, it is likely that it will encourage affiliates to be more dynamic, regarding both networking and creativity (in terms of specific countries, gadgets, new ideas etc.)

Another key actor of the programme, the project manager of the responsible party programme, who could benefit from more support from the holding, through contributions from an intern for instance.

Recommendation

- A **'training of trainers' program for affiliates** should be established to improve their capacity and understanding of key issues when working with a voluntary organisation
- **Allocate specific time to affiliates contribution to the Responsible Party** and implementation of the responsibility for these contributions in their job descriptions. This would imply some serious measures from Pernod Ricard:
 - o Human Resources: Integration of Responsible Party in affiliates' job descriptions
 - o Budgets: Overall allocation of time for affiliates to manage the programme during working hours
- **Alternative options to organise the parties should be considered.** Such as outsourcing the affiliate's operational organisation of the parties (eg. as done in Germany, ESN Sea Battle).
 - o Human resources: Identification of skilled external events managers that can be contracted on short basis
 - o Budget: Available budget at affiliate level to outsource the operational side of organising parties.
- **Identify and create specific positions in Pernod Ricard affiliates for the Responsible Party.** Even though they would not have to be full-time positions, there could be a higher formalization of those positions. That could imply to systematize the inclusion of the Responsible Party coordination activities in the job description of the employee in charge, or the inclusion of performance criteria related to the Responsible Party programme and include financial incentives for responsible employees.

Geographical considerations (coherence)

The evaluation team considers that the high decentralisation level of the programme is one of its main strength. It both fits the set-up of Pernod Ricard and ESN organisations. However, the programme would certainly benefit from more coherence between affiliates, which could also benefit ESN local organisations. The evaluation team considers that standardized trainings delivered to the affiliates 'training of trainers' program would ensure certain coherence of the programme throughout Europe, both from the affiliates and ambassadors' perspective.

Recommendation

- A **'training of trainers' program for affiliates** (as above) to improve the coherence in the roll out of the programme on a European level. This could be 4 trainings per

year, i.e one training per affiliate (one for Nordics, one for western Europe, one for southern Europe and one for eastern Europe).

- Human resources/budget: investment in staff development and training of affiliates to effectively implement the Responsible Party programme, sharing of experiences and learning across affiliates in different countries.

Delivery of the programme (efficiency)

The main identified challenges as to the delivery of the programme are linked to the selection of the ambassadors and to their motivation.

It seems to the evaluation team that those challenges could again be partly tackled through the role of the affiliates. Developing a systematic 'training of trainers' program could support the affiliates in finding new ways to motivate ambassadors. Trainings to the ambassadors would benefit by being more oriented towards the means of communication, how to engage with student and how they could use the questionnaires for students as a mean to approach students and a frame for their engagement with them. The questionnaire could also be used as a mean and not only as a goal in itself (create a digital version of the questionnaire might also support this type of engagement). Furthermore, it is important to ensure that all materials displayed and distributed under the Responsible Party initiative is adapted and communicated in a fashion that meets students and where they are. This is a challenge with the decentralised roll out of the programme, but should be outlined as much as possible from the Pernod Ricard central level.

It appeared to the evaluation team that the trainings to the ambassadors are somehow too theoretical, explaining the reasons of the programme, facts about alcohol consumption and the risks of binge drinking. Themes, which are important as background information for understanding the initiative, however, by focusing more on concrete ways to engage with peer students as ambassadors, the trainings would better equip the ambassadors and increase their capacity as ambassadors, their motivation and therefore also improve the impact of the programme from the peer-to-peer method point of view.

Recommendation

- **'Training of trainers' programme for affiliates** should be established also to improve the training of ambassadors.
- **Review of the training of ambassadors** to make sure materials and messages are as relevant as possible and meet the needs of ambassadors to carry out their role best possible.
 - *In the training to the ambassadors, a specific module on "how to engage" would be useful. More than "why to engage". It could bring tips to the ambassadors and make the training more fun. It is probably important for the ambassadors to have a medium to engage with students. The questionnaire could be used this way. How can the questionnaire be used to engage with students? How can it then frame the engagement? These could be questions to be addressed during the trainings to ambassadors. A digital version of the questionnaire would certainly bring value to the engagement.*
 - *This module of the training could also be tackled during the training to trainers, so that affiliates know how to talk about this.*

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www.responsible-party.org

6 ANNEXES

6.1 List of qualitative Interviews

Name	Position, organisation	Date
Dejan Petrovic	Pernod Riard Italy	28 May 2013
Guillaume d'Ursel	Pernod Ricard Belgium	26 June 2013
Anke Erdt	Pernod Ricard Germany	17 October 2013
Géraldine Dichamp	Pernod Ricard Holding	Various
Jean Rodesh	Pernod Ricard Holding	02 July 2013
André Hémar	Pernod Ricard Holding	11 July 2013
Sandrine Ricard	Pernod Ricard Holding	11 July 2013
Mikael Sundstöm	CSR Nordic Manager, Pernod Ricard	14 November 2013

6.2 Overview of Responsible Party visited so far

Location	Date	Evaluator
Castellaneta, Italy	23-24, May 2013	B. Nénot
Mons, Belgium	26, June 2013	B. Nénot
Essen, Germany	17, October 2013	B. Nénot
Sea Battle, Nordics	18-19, November 2013	M. Bak

6.3 Memos of the visits

- *Pernod Ricard – Responsible Party Visit in Castellaneta, Italy*

Visit Report #1

28 May 2013

Background notes

Italy is the only country where the event is branded. It does not mean that there is a sponsorship by Pernod Ricard (PR) (they do not distribute alcohol) but rather that logos & brands are visible in the event (Malibu Brand actually; i.e there was a giant Malibu bottle just near of the Responsible Party stand and the two flags surrounding the stand were branded both Responsible Party and Malibu.)

Italy's particularity is also that there are not a lot of events but they are big, with a lot of participants (up to 3000 students) and more often national events.

Note: there are also local ESN sections Responsible Party events but only few.

Interview with Dejan Petrovic- Italy Responsible Party Leader

Dejan Petrovic (DP) works on Responsible Party for PR for 3 years. Responsible Parties in Italy used to be Havana Club branded. They are now Malibu branded. It is important to note that DP is not either the CSR leader for the country or even a CSR department employee (he is the affiliate Responsible Party leader). He works for the communication and the marketing department but he can also use PR CSR budgets (not necessarily –or not at all– from the Holding). Responsible Party is one aspect of a more global CSR activity (e.g green days, do not print days etc.). So he does not report to the CSR department in Italy, which BTW does not seem to exist as such. There are actually representatives for the four PR ESG pillars. For Italy, the CSR leader is the HR director. Most of the time, CSR leaders in-country are also responsible for the Responsible Party (but this is not the case in Italy). DP thinks that, generally speaking and as an average, Responsible Party events take more or less 1.5/2days of a usual working week.

DP explains that the Responsible Parties are successful in terms of visibility. They have developed claims, slogans (“drinking without falling” which is a play on words in Italian) and mainly distribute gadgets (the classic Responsible Party kit, distributed by the holding –but still paid by the filial-). They also use an electronic breathalyzer monitor (which gives your blood alcohol rate) and distribute water. They have also in the past carried out quizzes during Responsible Party (with questions about binge drinking) which allowed distributing messages and goodies in a funny way.

Press conferences: The communication/marketing is active in PR Italy to spread the message to press agencies to make it more visible.

Contacts/works with ESN: They mainly provide support to ESN for the Responsible Party (providing buses, gadgets, foods, logistics assistance etc.)

Background note: Responsible consumption consciousness rose in ESN Italy after a death of a ESN representative 3 years ago (driving accident). Since then, they have been much more involved in the design/preparation of the Responsible Parties. DP thinks this is better because they can propose what they think will work and they can think together how PR can support ESN to organize the Responsible Parties.

Responsible Parties are also made easier in Italy because Julia (ESN Italian representative) is very closed to the ESN international board vice-president, which helps a lot to implement Responsible Party in Italy. I have not been able to meet with Julia.

Interview with Italy ESN Pdt & Vice-Pdt

It was a very very brief meeting. They were really busy and quite under pressure so it was hard to take time to talk. Furthermore, the overall context was quite difficult.

Stephano was already vice-Pdt last year (if I remember well). Carlo is Pdt since last December (his third Responsible Party I think).

Concretely, they have no direct links with Géraldine in terms of organizing the event. They are in touch with DP, who deals with the organization jointly with them.

In terms of finding and motivating the ambassadors; they say that it is quite easy and that there is a strong motivation of the ESN local sections.

In terms of experience of the ambassadors, all the ambassadors for this national event had already in the past been ambassadors for Responsible Party in local ESN sections. And they

had been trained during the afternoon by DP. On the contrary, for local ESN Responsible Party, the ambassadors are often “newbies”.

In terms of how do they link up with DP, they send the filled questionnaires to DP after the party, who sends them then to Géraldine.

Observations on the Responsible Party

- Problems with the poster (they have all been removed by the direction of the resort) so clear lack of visibility. At the same time, the stand was very well located (in the main access) so I think that a significant majority of students noticed the initiative.
- The ambassadors were quite a lot (about 15) and they seemed to be happy with their role (I mean they did not seem to be forced to do that...).
- There were two big flags indicating the Responsible Party stand and a lot of gadgets available (pens, anti-stress balls, pins...), free bottles of water and breathalyzers.
- Questionnaires’ filling by the students and gadgets’ gifts was working as a “deal”: ambassadors were asking students to fill in the questionnaires and in exchange they gave the gifts to them. So the students were filling in the questionnaires by themselves, not always very seriously.
- A general observation is that the role of the ambassadors is fundamental and therefore also the role of the affiliate representative (DP in that case) because he is in charge of the ambassadors’ training.

Miscellaneous

In terms of Responsible Party funding, the principle is that each affiliate is autonomous and has the budget to fund its own Responsible Party. But Géraldine often supports either the big events (so that affiliates can organize more than one event; e.g sea battle in Sweden) or the “small countries”, who otherwise would not be able to organize such events (with sometimes no Responsible Party budget at all). G gave the example of Slovenia. So the funding is decentralized with sometimes a support from the holding

Quite often it seems that part of the local budgets come from affiliates’ marketing and communication department (linked with the CSR leader position).

They have problems with ESN Spain that currently does not want Responsible Party to be implemented and the International board also thinks that ESN Spain is not good (“crappy” says Géraldine).

Chatter: This is a very good initiative. This is an internal platform (kind of intranet) shared between PR employees. There is one Responsible Party group in it. This is a way for Responsible Party leaders in-country (like DP) to share their experience, their performance and potentially the challenges they face. We will try to have a login.

- ***Pernod Ricard – Responsible Party Visit in Mons***

Visit Report #2

26 June 2013

Background notes

The purpose of this report is to provide a brief summary of the Responsible Party visit carried out by Benjamin Nénot on the 26 of June 2013.

During the visit, Benjamin met Guillaume d'Ursel in Mons, Belgium at 6.30PM and visited the Responsible Party located in the Campus of Mons, between 9.30PM and 1AM.

Interview with Guillaume d'Ursel—Trade Marketer & Belgium Responsible Party Leader

During the interview, the following issues were discussed:

- Background notes on the Responsible Party initiative in Belgium: quite a new initiative (only one RP in 2012) and before difficulties in accessing the ESN network.
- Progress made this year and RP leader's role & activities: already 6 Responsible Parties this year, access to the ESN national platform event, "seduction approach" towards ESN.
- Background notes on Mons' student life and new ESN section.
- Details on the event organisation (incl. training with ambassadors): constraints, difficulties, strengths, weaknesses etc.
- Discussion about the overall initiative: strengths, weaknesses, constraints for the RP leader, specific constraints & possibilities in Belgium etc.
- Events funding and budget.
- Discussion about RP leader's role & tasks as a Responsible Party leader but also as a PR employee: challenges of the combination, reporting in PR, motivations etc.

Notes on the event

- Quite an important event: "*bal des busés*", approx. 1000-1200 persons.
- 6€ entry fee; beer at 1.2€ (almost everyone was drinking beer, as per Belgium's old tradition).
- **Very good location of the stand, at the entrance of the event.** Everyone had to pass in front of it in order to enter in the Party or to leave (or to go smoking outside).
- **The following items were made available in the stand:** bottles of water, lapel pins, fliers, condoms and breathalysers. A water camel back was also used by ambassadors throughout the party. A photographer was also present in the party, funded by Responsible Party.
- **Ambassadors seemed to be well trained**, with a concise and clear message.
- **The message was mainly focusing on Responsible Party flyer explanations**, which seems to be a good medium to engage with students.
- The stand was very well located thanks to which it gave the impression to reach a lot of students.
- **The Responsible Party was not visible enough in other places of the party** (main room, bar, dance floor) and this lack of visibility was reinforced by a **certain lack of ambassadors throughout the party**. There were always 2 ambassadors present in the stand (6 ambassadors in rotation) but no ambassadors were present and visible in other locations of the party (except for the "water delivery service" who

sometimes was distributing water outside the building, where smokers were). The small number of ambassadors can however be logically explained: the ESN section in Mons is just one year old and there are only 8 members. **Overall, having 6 ambassadors for a 1000+ students' party is likely to be insufficient.**

- The **photographer seemed to be very appreciated** by the students as well as by the ESN section. However, **it is unclear to what extent this really contributes to the programme's effectiveness.** When paid by Responsible Party, it would probably be important that the photographer wears a Responsible Party t-shirt and contributes to the message delivery to the extent possible.
 - At **midnight, no condoms were available anymore** (nor lapel pins). This shows that condoms are very much appreciated by students, and also that reserves have to be made by ambassadors. It seems important that condoms are made available at any time of the night, like breathalysers.
 - **Breathalysers** were not given throughout the party. **Ambassadors wanted to give them at the end of the party, when students are leaving.** However, upon demand, some breathalysers were distributed before, prior to student's departure.
 - Overall, the Responsible Party initiative was visible by all the students and seemed to reach a significant portion of them. On the other side, it would have been a significant improvement to have more ambassadors, and more material as well.
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- ***Pernod Ricard – Responsible Party Visit in Essen, Germany***

Visit Report #3

17 October 2013

Background notes

The purpose of this report is to provide a brief summary of the Responsible Party visit carried out by Benjamin Nénot on the 17 of October 2013 in Essen.

Benjamin had a dinner with Anke Erdt (PR Germany), Oscar (ESN organizer of the Sea Battle and member of the Sweden ESN board) and Géraldine at about 7PM and then visited the Responsible Party located in the heart of Essen, between 8.30PM and 1AM.

Anke Erdt– CSR, Communication & Responsible Party Leader, Pernod Ricard Germany

- **Position and role in the company:** Anke started to work in Pernod Ricard Germany (Approx. 180 employees) 6 months ago and is working on the Responsible Party Programme since then. She works on CSR related matters mainly with one colleague in Pernod Ricard Germany, who is also her boss. Anke is the Resp. Party leader whereas her boss is the CSR leader of Pernod Ricard Germany. So the CSR team comprises two persons in this affiliate and they both work in closed collaboration when it comes to Responsible Party, though it appears clearly that Anke has a great freedom in its work. They both report to the CEO of Pernod Ricard Germany.
- **Time allocated to Resp. Parties:** Since she started to deal with the Responsible Party programme (6 months ago), she organized 4 events, and one is to be organized in

the coming weeks as well. According to Anke, time allocated to Resp. Parties can be divided in several categories: (i) Selection/choice of the Responsible Party and partnering with students' associations, (ii) events organisation, creation/purchase of the gadgets etc. and (iii) media covering and overall communication strategy around the event. She cannot say how much of her time the Responsible Party programme is taking on average though she insists that it is not regular at all. For instance this month, as there are three Responsible Party to be organised, the Responsible Party programme is taking a lot of her time. On the contrary, she affirms that it is likely that she does not work on the programme for few months after this.

- **“Motivation” as a Responsible Party leader:** seemingly very dynamic and motivated, Anke however agreed that the programme takes time. The main motivation for Anke is that this programme is “hers”; she has almost a total freedom and autonomy in the design of the Resp. Party Programme in Germany, which makes her feel responsible for it. Furthermore, as it is a CSR programme and she is a CSR employee, the successfulness of the programme fits into her annual objectives, which gives to the programme more importance yet. She insists that the objectives are more on a qualitative basis than on a quantitative basis; the goal being not to organize a lot of parties but rather to organize them well.
- **Relations with the Students’ Associations and background for the organisation of the event:** Amazingly, and contrarily to most of the PR affiliates, Anke never entered in contact with the ESN national board in Germany! She is in contact with the ESN section in Koln with whom she organized a Responsible Party earlier this year. Anke generally does not have a lot of contacts with them though and says that it would be too time consuming for her to try and get in touch with ESN local sections in order to organise Responsible Party. Germany’s specifics are definitely that the Resp. Party Programme is being implemented with several partners (see below); Anke states that she does not spend time in networking, as she contracted a partner to do so (Unicum, see below), which makes easier and less time consuming for her to know where she could organise an event. The below described event was organised with the following students’ association (UNIKOM) with the support of a hostess agency.
- **Organisation of the event:** In terms of background preparation, Anke seems to be really proactive in the conception/design of new items; Responsible Party branded biscuits, balloons, Responsible Party fliers to be set on the bikes of drunk students to raise their awareness (“do not drink and drive”) plus other gadgets were all designed and created by PR Germany; Anke dynamism to that regard made Géraldine ask about potential suppliers for those items to be spread all over Europe’s Responsible Parties! In terms of trainings, the “ambassadors’ agency” provided the same ambassadors as few weeks ago, so they were already trained.
- **Partners, training and organisation:** A key and original aspect of Responsible Parties in Germany is the presence of a “subcontractor agency”. This agency brings paid ambassadors (students) in the Responsible Party, who will take care of the organisation and the roll-out of the Responsible Party, in addition of the questionnaires (see below).
- **Visibility:** A press release was made few weeks ago (in German though)
- **Funding:** So far, German Responsible Party is always 100% funded by the affiliate.

Notes on the event

- The event took place in a large and trendy night club. Quite an important event; approx. 2000 persons were expected
- 4€ entry fee
- **Good location of the stand, at the entrance of the event.** Everyone had to pass in front of it in order to enter in the Party or to leave (or to go smoking outside). Another stand just besides the Responsible Party stand was however distributing alcohol & donuts, which clearly seemed to affect the strength (and visibility) of the Responsible Party stand.
- **The following items were made available in the stand:** bottles of water, fliers, condoms, branded biscuits, anti-stress balls, balloons and breathalysers. A water camel back was also used by (paid) ambassadors throughout the party. A photo booth was also present in the party (near the bar), funded by PR and brought by Unicum. It added to the programme visibility in the party.
- **Ambassadors were efficient**, with a concise and clear message. They appeared to be really dynamic, sober, and keen to deliver messages and to carry out the surveys. Overall, the number of ambassadors was not too small; though having a few more would have probably add value.
- The contacts between the ambassadors and the students seemed to be mainly focused on the questionnaires.
- **The Responsible Party was not visible enough in other places of the party** (dance floor) though the photo booth near the bar, as well as the “water delivery service” who sometimes was going on the dance floor, were clearly adding value in terms of visibility.
- The photo booth **seemed to be very appreciated** by the students. It adds visibility to the programme and may contribute to raising awareness as well.

End of Visit Report #3

- *Pernod Ricard – Responsible Party Visit, Sea Battle, Stockholm to Tallinn.*

Visit Report #4

Pernod Ricard – Responsible Party Visit Sea Battle, Stockholm/Tallinn

Visit Report #4

20 November 2013

Background notes

The purpose of this report is to provide a brief summary of the Responsible Party visit carried out by Maria Bak on the 18/19th of November 2013 on the Sea Battle boat trip from Stockholm to Tallinn on the boat M/S Baltic Queen of Tallink Silja.

Maria met with the Responsible Party organising team from Pernod Ricard in the Tallink terminal in Stockholm before going on board. The Sea Battle trip included:

- Training of Responsible Party ambassadors
- Dinner with the Responsible Party organising group (Laura Feeney, Olaf, Fabian Frankenius and the photographer Maura)
- Interviews with:
 - Oscar Boije, ESN Sea Battle coordinator of ESN Sweden and member of the Sweden ESN board
 - Laura Feeney, Responsible Party Sea Battle events manager for Pernod Ricard
 - Vagelis Tsoumas, ESN national board member Sweden
 - Responsible Party ambassadors
- Observations of the Responsible Party events during the Sea Battle from 4 pm until 03 am.

Laura Feeney—events manager and organiser of Responsible Party in Sweden, external to PR

- **Position and role in the company:** Laura is contracted by Pernod Ricard Sweden to organise the responsible parties, her role is primarily operational regarding the organisation of the Sea Battle Responsible Party, where she makes sure everything is in place (incl. materials/gadgets, games, Responsible Party activities etc). She has worked closely with PR since 2010 and was hired to organise the Responsible Party Sea Battle since the first one in April 2013. She refers to Helene, who is the public affairs officer at PR Sweden and who is overseeing the outsourcing of the responsible parties in Sweden. Laura and Helene work together on other projects as well, so they are often in contact.
- **Time allocated to Resp. Parties:** The Sea Battle is a smaller project compared with the others Laura is involved with for PR and she is working on it for a short period of time compared with the other projects for Pernod Ricard Sweden.
- **“Motivation” as a Responsible Party leader:** very dynamic, motivated and proactive during the party as well in terms of adapting to the (changing) circumstances. The programme for the Sea Battle Responsible Party is based on an assessment Géraldine Dichamp and Mikael Sundstöm did in Autumn 2012 and has not changed much since then. Laura has ideas for tweaking and improving the programme and from a longer-term perspective, it could be relevant to have a 1-day workshop to review the concept of the Sea Battle Responsible Party.

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- **Relations with the Students’ Associations and background for the organisation of the event:** ESN has taken more over and the Responsible Party activities are developed to fit into the ESN programme of activities during the Sea Battle. The role of the Responsible Party organisers is also more of a back up and support function during the party.

The ESN Sea Battle coordinator has a critical role in driving the Responsible Party as an integrated part of the ESN Sea Battle. From being in charge of organising the entire event and oversee the Responsible Party activities during the party. The long term relation between the ESN Responsible Party coordinator and Pernod Ricard’s CSR project manager for the responsible parties built on trust and seems to be a critical factor for the entire event and the success of it’s roll out.

- **Organisation of the event:** The set-up of the organisation of the responsible party at Pernod Ricard Sweden is a bit original for the Responsible Party Sea Battle event, as the operational organisation of the party is outsourced to a Swedish events company. This means that the Pernod Ricard affiliate has outsourced the organisation, operational aspects, roll out of the party as well as the training of Responsible Party ambassadors to an events manager. The advantage for this set-up is that Laura as the events manager knows well Pernod Ricard and work with the Pernod Ricard affiliate on other projects and therefore is in regular contact with PR. When the planning of the Sea Battle kicks in, the Pernod Ricard Nordic CSR manager, affiliate, the Responsible Party CSR project manager and the events manager have coordination and planning calls every two weeks and every week closer to the event. At these meetings, topics like: Agreement with the cruise company, number of Responsible Party ambassadors, budget, Responsible Party activities and gadgets during the ESN Sea Battle and use of social media are being discussed. ESN Sweden is responsible for providing the needed number of Responsible Party ambassadors, a responsibility which is shared with the local ESN sections that participate in the ESN Sea Battle.
- **Partners, training and organisation:**

The Swedish ESN organising committee for the ESN Sea Battle takes an active role in organising and integrating the Responsible Party into the ESN Sea Battle event. The ESN Sea Battle coordinator in particular plays an important role in the organisation and role out of the Responsible Party. The training of Responsible Party ambassadors is very much dependent on the Responsible Party CSR project manager, who was hindered in being present, which in this case was a challenge as the Responsible Party organisers and ESN organisers had to take over the training, without much preparation. It might be worth considering a training of trainers in order to ensure the most successful training of ambassadors as possible.

Some improvements from the last Sea Battle was that the schedule for the ambassadors included shifts, which gave them some breaks in between an intensive and activity packed event stretched over 2 days.
- **Visibility:** mainly through ESN website and facebook with a specific group created for the ESN Sea Battle event.
- **Funding:** The Responsible Party at the Sea Battle is funded partly by by Pernod Ricard Sweden and Pernod Ricard Nordic CSR and with some support from the PR holding CSR budget. The overall budget for this Responsible Party event is around 20.000 EUR and amongst the most expensive Responsible Party although it is a big event with more than 2000 students. In this budget is included: all gadgets for distribution (welcome bag, ESN Sea Battle T-shirt, printing of programme, Responsible Party branded cookies, breath analysers, condoms), gifts for events (quiz, competitions), T-shirts and badges for ambassadors, T-Wall, ESN Sea Battle tickets for the Responsible Party ambassadors, 2 water backpacks, a film produced from the event.

Notes on the event

- The event took place on the Tallink boat sailing between Stockholm (Sweden) and Tallinn (Estonia).

- 2093 ESN students attended from ESN Denmark, ESN Sweden, ESN Norway, ESN Estonia, ESN Latvia and ESN Lithuania.
- ESN Sweden sells the ESN Sea Battle tickets to the ESN local sections for prices that range between 70 and 85€. (The difference in price is due to the different types of cabins available on-board and the different prices these have).
The Local ESN sections might add extras to the price of the ESN Sea Battle ticket (for example to include return transportation to Stockholm). The following things are included in the price of the ticket:
 - **Accommodation** in a 2- or 4-person cabin for two nights;
 - One **buffet dinner**, food and drinks included, during the event;
 - Official **ESN Sea Battle t-shirt**;
 - ESN Sea Battle **participant bag**;
 - **All program** on-board arranged by ESN and Tallink Silja.
- **The Responsible Party stand** was located in the back corner lounge area on the first floor of the biggest night club 'Starlight Palace' next to the bar. The location was good, as many passed by and went to the first floor for a break in between the partying. The disadvantage was that there was 4 entrances in total to enter the night club and hence not all came by when entering or leaving the night club.
- **The following items were made available in the stand:** water, condoms, branded biscuits, balloons and breathalysers.
- **Ambassadors were efficient**, with a concise and clear message and visible in their green t-shirts. They appeared to be dynamic, sober, and engaging with their fellow students. Though, some of them seemed to struggle a bit to find their role as ambassadors and were a bit shy about approaching their peer students. Overall, the number of ambassadors was sufficient (15) and they appreciated that they were enough, so that they had different shifts with breaks in between they were on duty. (Ambassadors attended the Sea Battle for free). The overall feedback from ambassadors were that it was fun to have the role as an ambassador as they as ambassadors engaged more with their fellow students and received credit for being ambassadors.
- The student questionnaire was not used during the Sea Battle trip due to lack of time from the organisers.
- **The Responsible Party activities** included a quiz on alcohol related knowledge and knowhow, the T-wall, stand with information and water, hangout area with games and an option to relax, 2 rotating water backpacks.
- **The Responsible Party was not visible enough in all places of the party**, it should be mentioned that the area of the boat was also large. The posters put up on the walls around the boat and on the tv screens (in the rooms and in the Ibiza Club) as well as the "water pack delivery service" which was going around, were clearly adding value in terms of visibility.
- The photographer **seemed to be very appreciated** by the students. It adds visibility to the programme and might contribute to raising awareness as well with the photos and the video that will be produced from the event, but no one could tell that the photographer was part of the Responsible Party.

End of Visit Report #4

6.4 Affiliates online survey results.

RP - Responsible Party

- Position of the respondents in their affiliate***

Affiliate	Position of the RP leader in the Affiliate
PR CROATIA	Management assistant
PR Estonia	Marketing Manager
Pernod Ricard Lithuania	CSR Leader
Pernod Ricard Bulgaria	Administrative Assistant, Administration
PR Turkey	Human Resources Manager
PERNOD RICARD ROMANIA	PRESTIGE BRANDS&PR MANAGER
PR Netherlands	Experience Managers
PR Slovenia	Management Assistant
Pernod Ricard Finland	Marketing Assistant
PR Hellas	P.A. to MD - General Management
Pernod Ricard Swiss	Brand Ambassador RICARD
Pernod Ricard Bosnia	Marketing Director, Marketing Dept.
Belgium	Trade marketeer - trade marketing department
Pernod Ricard Srbija d.o.o.	Brand Manager, Marketing
PR Spain	Events Responsible / Coordinator
Jan becher (PR Czech Republic)	HR coordinator / marketing dept. assistant
PR Germany	Communication Specialist

- Respondents' years of experience in their position and as RP leaders***

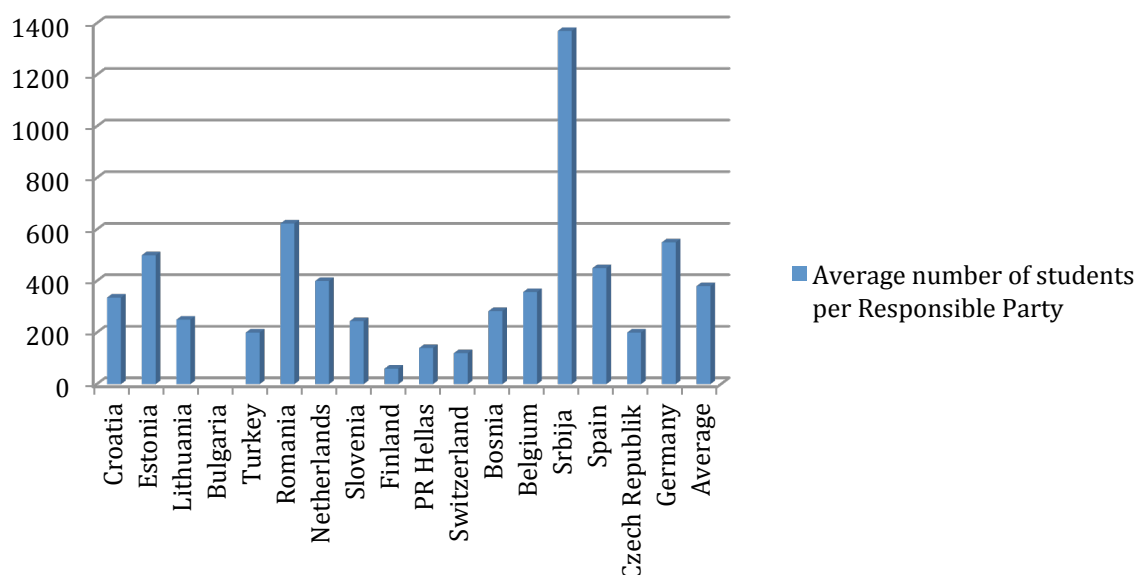
Affiliate	Years of experience in their position in Pernod Ricard	Years of experience as RP leaders
Croatia	6	2
Estonia	1,5	0,1
Lithuania	3	3
Bulgaria	2	0,2
Turkey	3	0,1
Romania	2	2
Netherlands	0,5	0,5
Slovenia	19	2
Finland	5,5	0,5
PR Hellas	4	3
Switzerland	1,5	1,5
Bosnia	12	2
Belgium	1,5	1
Serbia	4,5	1,5
Spain	8	1
Czech Republic	6,5	1

Germany	0,5	0,5
Average	6,6	1,7

- *Number of organised RPs and number of students reached by RP leader, and per party*

Affiliate	Number of parties	Number of students	Average number of students per RP
Croatia	7	2350	336
Estonia	1	500	500
Lithuania	30	7500	250
Bulgaria	0	0	N/A
Turkey	1	200	200
Romania	19	11840	623
Netherlands	3	1200	400
Slovenia	9	2200	244
Finland	1	60	60
PR Hellas	5	700	140
Switzerland	10	1200	120
Bosnia	3	850	283
Belgium	7	2500	357
Serbia	5	6850	1370
Spain	1	450	450
Czech Republic	5	1000	200
Germany	2	1100	550
TOTAL	109	40500	N/A
AVERAGE	6.4	2,382	380

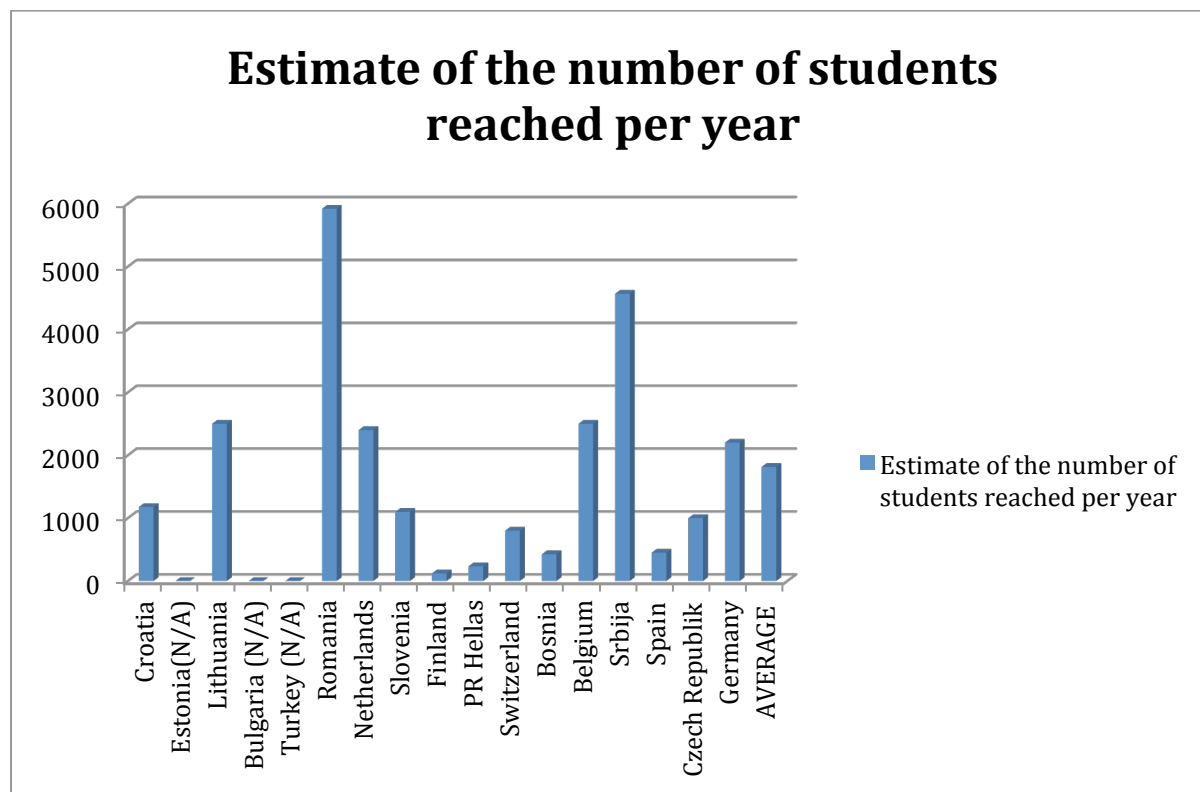
Average number of students per Responsible Party



- *Estimate of the number of RPs organised (and of the number of students reached) per year and per affiliate*

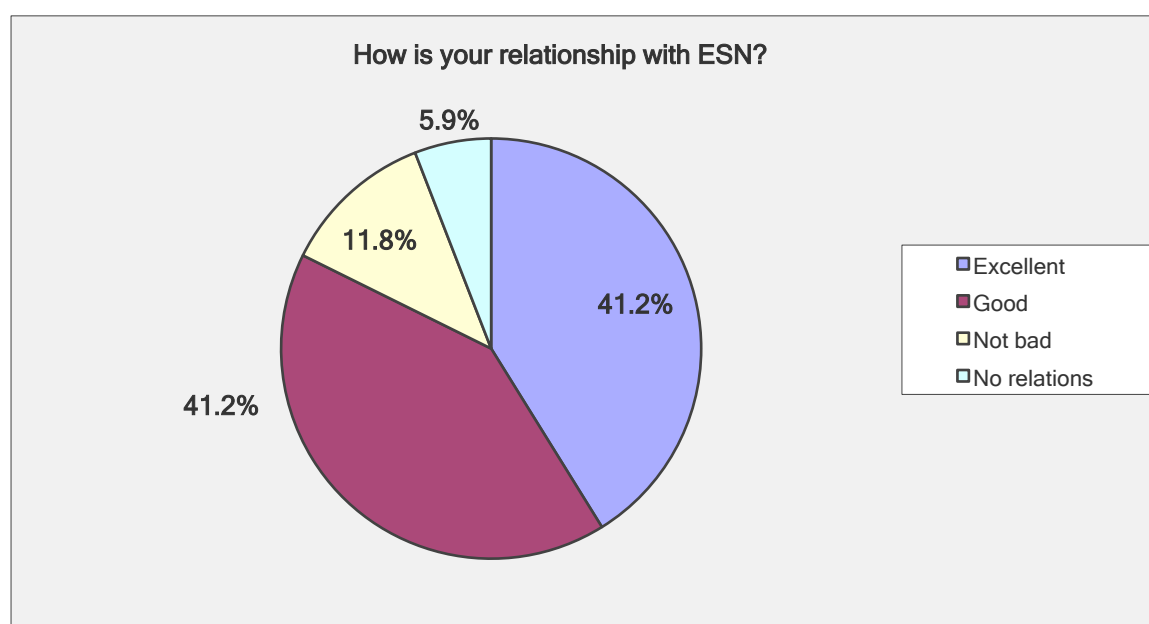
Affiliate	Number of parties organised by the RP leader	Average number of students per RP	Years of experience of the RP leader	Estimate average of the number of RPs per year	Estimate average of the number of students reached by the affiliate per year
Croatia	7	336	2	3.5	1176
Estonia	1	500	0,1	N/A	N/A
Lithuania	30	250	3	10.0	2500
Bulgaria	0	N/A	0,2	N/A	N/A
Turkey	1	200	0,1	N/A	N/A
Romania	19	623	2	9.5	5919
Netherlands	3	400	0,5	6.0	2400
Slovenia	9	244	2	4.5	1098
Finland	1	60	0,5	2.0	120
PR Hellas	5	140	3	1.7	233
Switzerland	10	120	1,5	6.7	800
Bosnia	3	283	2	1.5	425
Belgium	7	357	1	7.0	2499
Serbia	5	1370	1,5	3.3	4567
Spain	1	450	1	1.0	450
Czech Republic	5	200	1	5.0	1000

Germany	2	550	0,5	4.0	2200
AVERAGE	6.4	380	1,7	5.4	1813



- Partners of the Responsible Party Programme**

6.4.1.1 State of the relations between the affiliates and the European Students Network



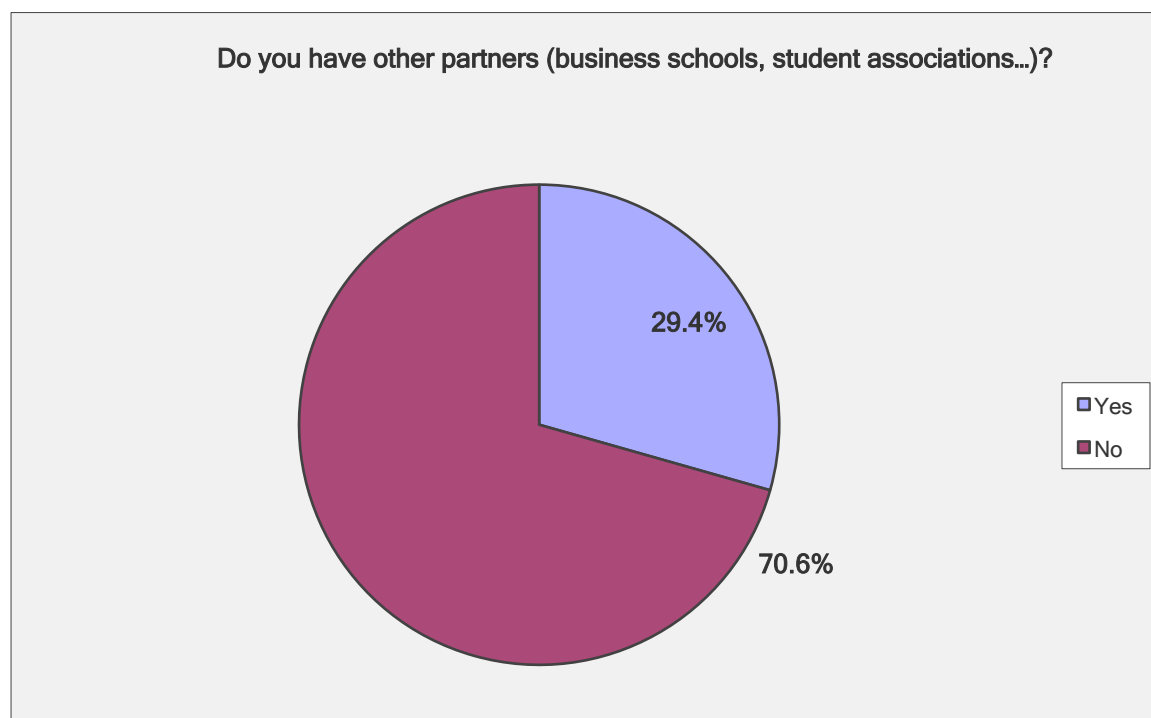
Comments from the affiliates (below) reflect the trend shown above by the diagram; they generally insist on the good relations they have with ESN, either with local sections or with

the national ones. Some comments highlight however the difficulty to build or to maintain continuous relations with the European Students Network.

Croatia	"I am very satisfied with sections ESN Rijeka and ESN Zagreb, because they are very committed to project."
Estonia	"We had our first party in September 2013. Based on that experience, the new ESN national board is very cooperative and open to RP, although not so good at feedback (filling in evaluation forms, sending pictures etc). "
Lithuania	"In Lithuania we have good relationships, ESN realize and know that Responsible Party is important for them, and ESN in Lithuania has Responsible Party coordinator position."
Turkey	"We work with ESN Country Director Ümit Şener together since almost one year. Now he is a part of our team and work for us in Trade Marketing team for a definite period and of course he is a part of the CSR team."
Romania	"In October we organized our first Responsible Party together"
Netherlands	"Very good relationship with Danny. He is very helpful and really tries to make the best out of it."
Slovenia	"Excellent communication with ESN Maribor and good relations with ESN Koper. No relations in last year with ESN Ljubljana "
PR Hellas	"My relationship is very good with ESN Athens AUEB and recently with the ESN KAPA. They are aware of the project and they get in touch with me first and directly. For the moment they are very responsible and in line with the project terms and conditions."
Switzerland	"I contact every sections of them every year to organise at least one event by section."
Bosnia	" ESN in Bosnia have gone through some restructuring and their Board and Presidents have changed. I have tried on numerous occasions to get in touch with new members but unsuccessfully. Two months ago we have been contacted by their new representative who was interested in organizing RP. I have briefly informed her about the way the parties are organised and our involvement and invited her to set up a meeting so that we can go through the details. No replies from them till this date".
Belgium	"Frequents contact with the ESN Sections to organise parties"
Serbia	"Very good relationship, but started recently, when new national representative for Serbia was appointed (couple of months ago)"
Spain	" At the beginning, the relation was a little bit difficult due to the strict internal structure of approvals and internal information channels. But, currently, the relations are getting more fluently and easiest".
Czech Republic	So far I have been in contact with local sections, not the national board. But as the saying goes - good word spreads - they are keen on cooperation, they know the program (usually from abroad) and are happy to be part of it also in CR/SR. The frequency of the communication depends on the party

	frequency.
Germany	We work very closely and well with the section Cologne and we are in contact regularly. We have also contacts to other sections, but do not work together with them on a regular basis.

6.4.1.2 Other partners of the Responsible Party Programme



The above diagram confirms the high predominance of ESN as the main implementation partner for the Responsible Party Programme. Other alternatives exist however, both through other students' associations (eg. Germany, Switzerland) and with other types of partners (NGOs, think tanks etc.), as shown in the below comments from the affiliates.

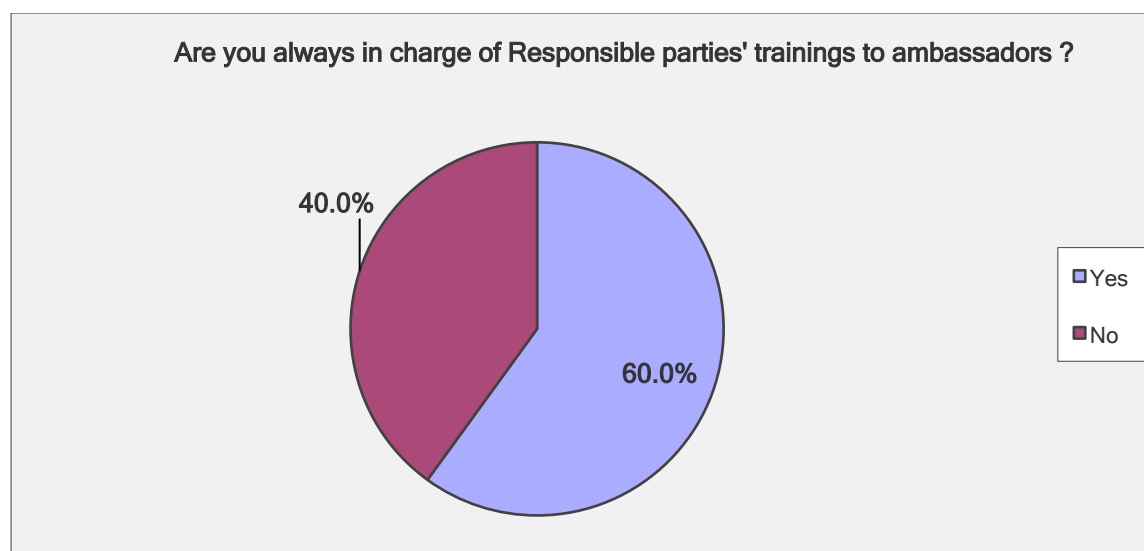
PR Hellas	"Once we cooperated with a NGO (Nifalioi former drinkers) and presented experiences and the consequences of bad drinking."
Switzerland	"Other students from Private school in Switzerland"
Bosnia	"Centre for Development and Affirmation of Culture and Education Student's Club Banja Luka"
Serbia	"We used to have other partners, such as Student Parliament of Faculty of Organizational Sciences, Union of Students of Faculty of Economics, etc, but recently we started negotiating with AISEC."
Czech Republic	"No so far but we are in contact with another student organisation and one university to prepare a party and a lecture"
Germany	"We are planning a cooperation with UNICUM (a national company organising events for students)"

- **Role of the RPs leaders during the Responsible Parties**

The below table refers to the answers from the affiliates to the following question: ***“How would you describe, in a few words, your role in these events?”***

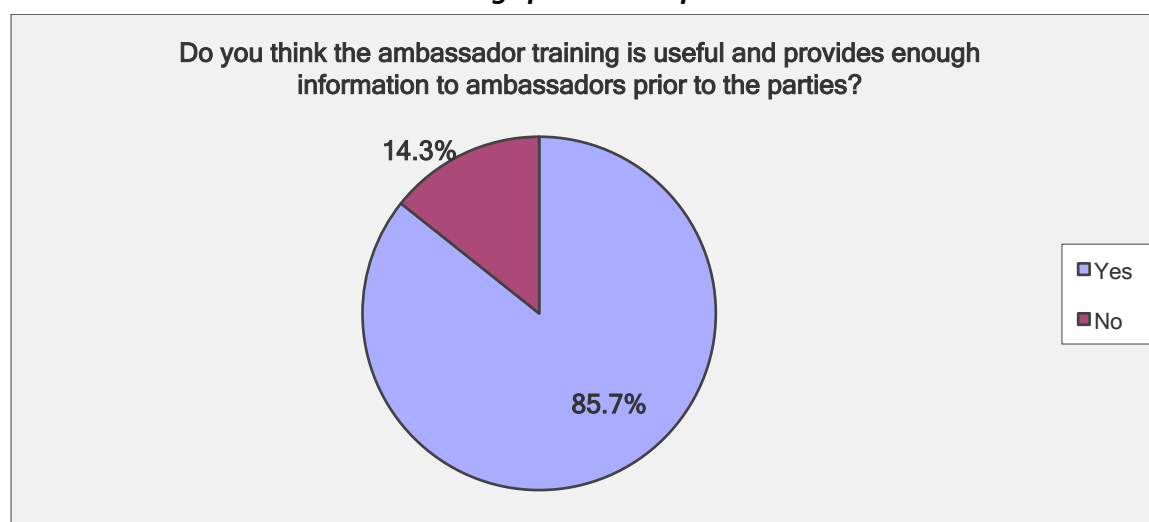
Croatia	“I am trying to participate on every responsible party in order to support ambassadors, to help them with organisation and with my presence and knowledge together with them successfully spread concept of responsible and moderate alcohol consumption.”
Estonia	“Support & guidance”
Lithuania	“Coordinator and ideas generator”
Turkey	“Sponsor”
Netherlands	“I am the coordinator, so I make sure all the tools are available for a nice RP.”
Slovenia	“Training RP ambassadors, support, provide RP material & advertising posters; provide RP branded plastic bottles of water; give specific instructions re. DOs & DON'Ts”
Finland	“I haven't really got started yet with one party organized, so it is difficult to answer these questions.”
PR Hellas	“It is more like a controller of how the project will run.”
Switzerland	“My role is to manage the logistic part of those events. I call the event manger of each ESN section then I send them the Responsible Party Stuff.”
Bosnia	“Co-organiser, supporter, mentor”
Belgium	“Organiser-coordinator-advisor”
Serbia	“Educating student organization partners about the program, assisting them in finding the adequate venue, providing materials for the party (RP branding, gifts for responsible drivers), and providing evaluation.”
Spain	“The bearer of the message of responsible consumption as well as the provider of the information and materials.”
Czech Republic	« Trainer, on-site support, expert »
Germany	“I am in charge of the collaboration with ESN and other partners. And of course organising the Responsible Party appearance (Gadgets, activities, ambassadors....)”. ”

Most of the RP leaders consider themselves as coordinators /organisers, providing the logistical and organisational support to the event. Some of them also highlight their role in terms of raising awareness (and even expertise), notably through the trainings. As shown in the below diagram, 60% of the RP leaders are in charge of the trainings to the ambassadors. The remaining 40% declare that either the ESN sections deal with the trainings or that it is sometimes “outsourced” (through hostesses) or facilitated by Géraldine, Pernod Ricard Project Manager for this programme.



According to the RP leaders, the trainings are generally carried out with a range from 2 to 20 ambassadors. **As an average, 6 ambassadors are trained prior to Responsible Parties.**

- ***Considerations on the trainings prior to Responsible Parties***



As shown in the above diagram, a large majority of respondents find the trainings to ambassadors useful and providing enough information. It is worth noting however that 9 RP leaders (of 17 respondents) have comments on how to improve the trainings, as below. On-line applications as well as practical aspects of the trainings are underlined.

Croatia	"Maybe with some educational games "
Lithuania	"I think on-line learning would be great opportunity"
Netherlands	"We should make it more interesting for the local ambassadors. Use examples and text out their own market. "
Slovenia	Video "what is alcohol" that was shown at ESN AGM Slovenia would be useful
Switzerland	You should organise every year one formation day in Switzerland.
Belgium	By doing it more practical

Serbia	Online training would be useful
Spain	A little present?
Germany	We have assembled an information folder which we hand out prior to the event. On the day of the event we have a short personal training. We try to work together with the same promoters most of the times so that they are already experienced.

- ***RP leaders' observations on the key success factors for Responsible Parties***

The responses from the RP leaders highlight that **the first key success factor is the cooperation with the students' organisations and therefore also the role of the ambassadors**. Most of them indeed declare that important success factors are "well informed, committed and responsible ambassadors" (Croatia), "getting motivated serious partners" (Slovenia), a "good cooperation/relationships with ESN" (Estonia & Lithuania) or the "involvement of the student organisation/ambassadors" (Belgium, Serbia). The RP leader in Germany even thinks that a professional organisation is key and that it is not always the case with ESN. She recommends in those cases to get a professional promoter involved in order to improve the Responsible Parties delivery. According to the RP leaders, another very important factor for RPs success is the **choice of the venue**.

Croatia	"The most important are well informed, committed and responsible ambassadors and clubs where music is not too loud, that ambassadors can normally communicate to students".
Estonia	"Good cooperation with ESN and the venue of the party".
Lithuania	"Good relationships with ESN"
Turkey	"Planning, equipment,"
Netherlands	"- bottle of water with RP logo; - easy to implement; - making nice photos and put them on Facebook"
Slovenia	"getting motivated serious partners to do RP"
Greece	"To be fully aware of the project. It is something very serious. Of course the bar/ club and the bartender, too."
Switzerland	"We have to target the small parties. If the party is too big, it's harder for the hostesses to communicate the message they want to give."
Bosnia	"Well-chosen venue"
Belgium	"timing- involvement of the ambassadors - good organisation"
Serbia	"Involvement of the student organization in terms of promoting the party among their peers & Good relationship with the venue in which the party is organized"
Spain	"Listen their demands or needing beyond the RP..."
Czech Republic	"Enthusiasm of students, responsible thinking"
Germany	"A professional organisation team (External party or ESN) is key! Not all ESN sections work professionally, and as we don't organize the party itself so we have to rely on the good work of the ESN Party team. We work together with a experienced team of promoters (ambassadors) which we train prior to the partys. Professional promoters are necessary to a successful appearance and to have an impact on the party guests.

	And of course the organisation/production of relevant and attractive activities and gadgets.”
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The same key factors are identified as potential constraints for the Responsible Parties' organisation. The choice of the venue seems to be critical (notably in terms of willingness of the owner) as well as the motivation and organisation of the partner.

Croatia	“Sometimes club owners don't want to accept our conditions ; no alcohol advertising, etc”
Turkey	1) “Last year we had problems with customs and couldn't get the equipment on time. Therefore we couldn't organize parties. This year we have decided to produce our own materials. 2) Regulations and dealing with the perception of the authorities. Therefore we work with lawyers before deciding to be a part of an ESN Party.”
Netherlands	1. “Ambassadors aren't always really motivated because they don't understand what is in it for them 1. They like drinking more than supporting RP”
Slovenia	“ESN internal organisation”
PR Hellas	“For the moment I have no major issues with the organisation because they are free to choose the bar they want (with our products) and the communication is excellent.”
Switzerland	“The main constraint is to choose the good parties during the year. Some of them are really not appropriate.”
Bosnia	“Venues and ESN expect something 'tangible' in return”
Belgium	“Involvement and organisation of the students”
Serbia	“Clubs in which the party is organized may not like the concept because they feel it decreases their profit. Therefore, the key is to have good relationship with students” partners, to have people who are really enthusiastic about the program. In addition, ESN does not have big number of parties, and attendance is not that high, so we need to negotiate with other organizations to reach as many students as possible, which can be time consuming.”
Spain	“Scheduling”
Czech Republic	“I would like to have more possibilities to be able to prepare more (I love the idea of RPs branded water etc.) - budget...”
Germany	“Not all ESN sections work professionally and the collaboration can be strenuous. Working with an ESN section for the first time can be a risk. Not all venues feel confident with the concept and it is sometimes difficult to convince the owner so that we can hand out free water. Not all ESN sections take the concept and the message serious and try more to get a sponsor for their parties.”

In terms of responses as to the main constraints faced by the RP leaders during the Responsible Parties, the noise clearly comes first.

Croatia	“Irresponsible students who sometimes do not even want to listen to
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	ambassadors and too loud music”
Estonia	“Venue - difficult to explain the idea to people in a nightclub with loud music.”
Netherlands	“Students think it is funny but they don't (want) to understand the use of it
PR Hellas	“My only concern is not to get drunk after my departure from the club. But never happened.”
Bosnia	“Sometimes difficult to explain during party- loud music, outside noise etc”.
Serbia	“Difficult to do paper and pen evaluation in the club, due to loud music and dimmed lights”.
Spain	“Deal with the venue manager, but only at the beginning of the party”
Czech Republic	The venue is not always perfect for filling questionnaires, but these are places students go to so we have to be there with them.
Germany	Not all guests are convinced by the concept. The questionnaire is not very handy and not attractive. Sometimes the venue owner is not too happy about the free water even so it was discussed beforehand.

- ***Means allocated to Responsible Parties (time, budgets, human resources)***

As to the time spent by Responsible Parties leaders on the programme, it is worth noting certain heterogeneity between the countries. Paradoxically, it does not necessarily reflect the respective weight of the programme in the different European countries.

Respondent Country	Average number of days per month spent by the RP leaders on the Responsible Parties programme
Croatia	10
Lithuania	1
Turkey	2
Netherlands	5
Hellas	3
Switzerland	2
Bosnia	2
Belgium	2
Serbia	1
Spain	7
Czech Republic	2
Germany	3

There is also a significant gap in the time spent by RP leaders for organising one RP. That highlights the different types of RPs. For instance, in Lithuania, the RP leader generally only spends one day for organising a RP. This can be explained by the regular basis of the parties and their relatively small size. On the contrary, the RP leader in Spain can spend up to 8 days for organising one RP: RPs in Spain are generally very big events, gathering together thousands of students.

Respondent Country	Average number of days spent by the RP leaders for
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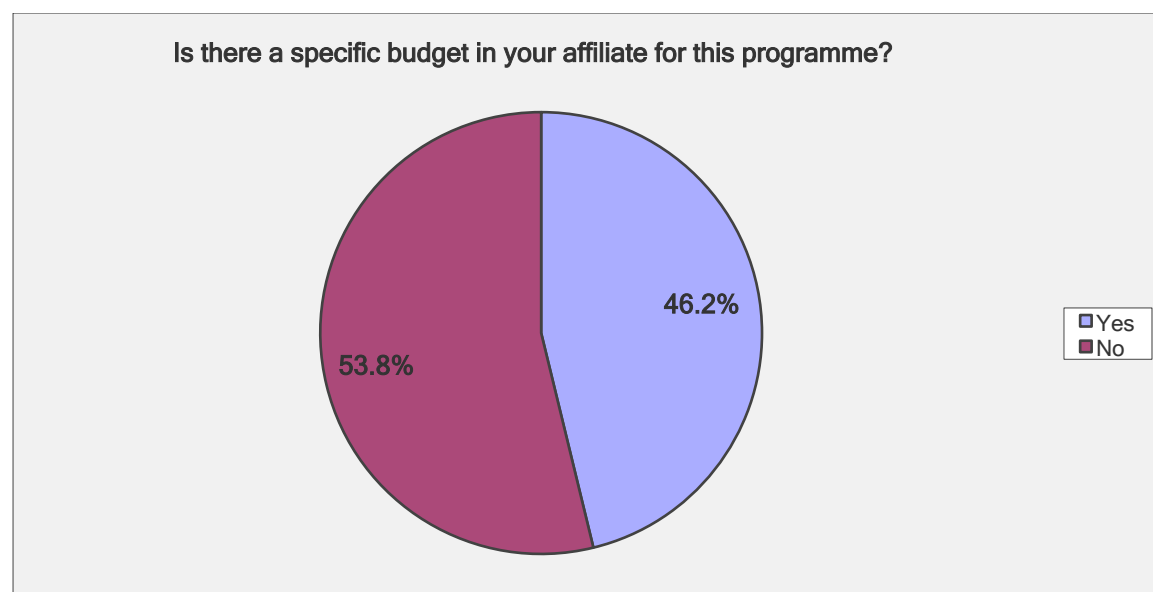
	organising one Responsible Party
Croatia	10
Lithuania	1
Turkey	2
Netherlands	5
Hellas	3
Switzerland	1
Bosnia	2
Belgium	2
Serbia	2
Spain	8
Czech Republic	2
Germany	3

In terms of budgets, the same discrepancy is to be noted. Budgets vary from few hundreds euros to almost ten thousand euros. The higher budgets are to be found in the countries using private agencies for recruiting their ambassadors (Germany, Switzerland).

Respondent Country	Average budget of the Responsible Parties (in €)⁹
Croatia	2500
Netherlands	4000
Hellas	800,00 - 1000,00
Switzerland	8000
Bosnia	2000
Serbia	700
Spain	2000
Czech Republic	3600
Germany	4000

The RP programme is also very heterogeneous in terms of the affiliates' department dealing with it and funding it. As indicated in the chart below, almost half of the affiliates have a specific budget for the programme whereas the other half of the affiliates does not have a specific budget or it. When there is no specific budget for the programme, the funding can be allocated by the Human Resources Department, the CSR department or even the Marketing Department.

⁹ Including centrally produced gifts

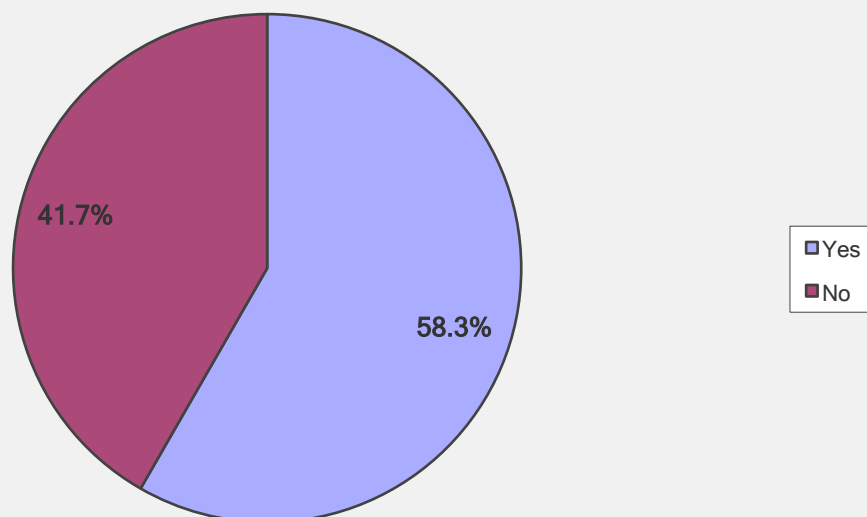


Respondent Country	Affiliates' department funding the RP programme
Lithuania	PR Nordic
Turkey	CSR
Hellas	General Management
Bosnia	CSR
Serbia	Marketing
Spain	CSR
Czech Republic	Human Resources
Germany	Communication/CSR

- ***Decentralization aspects of the RP programme***

More than half of the affiliates declare that they have already in the past developed ideas, or gadgets, on their own. It highlights benefits of the decentralization; in addition of the centrally produced items, the affiliates can be creative and active in the development of the programme.

There is the toolkit at the European level developed by the Holding, but have you developed ideas or gadgets locally which are not included in the global toolkit?



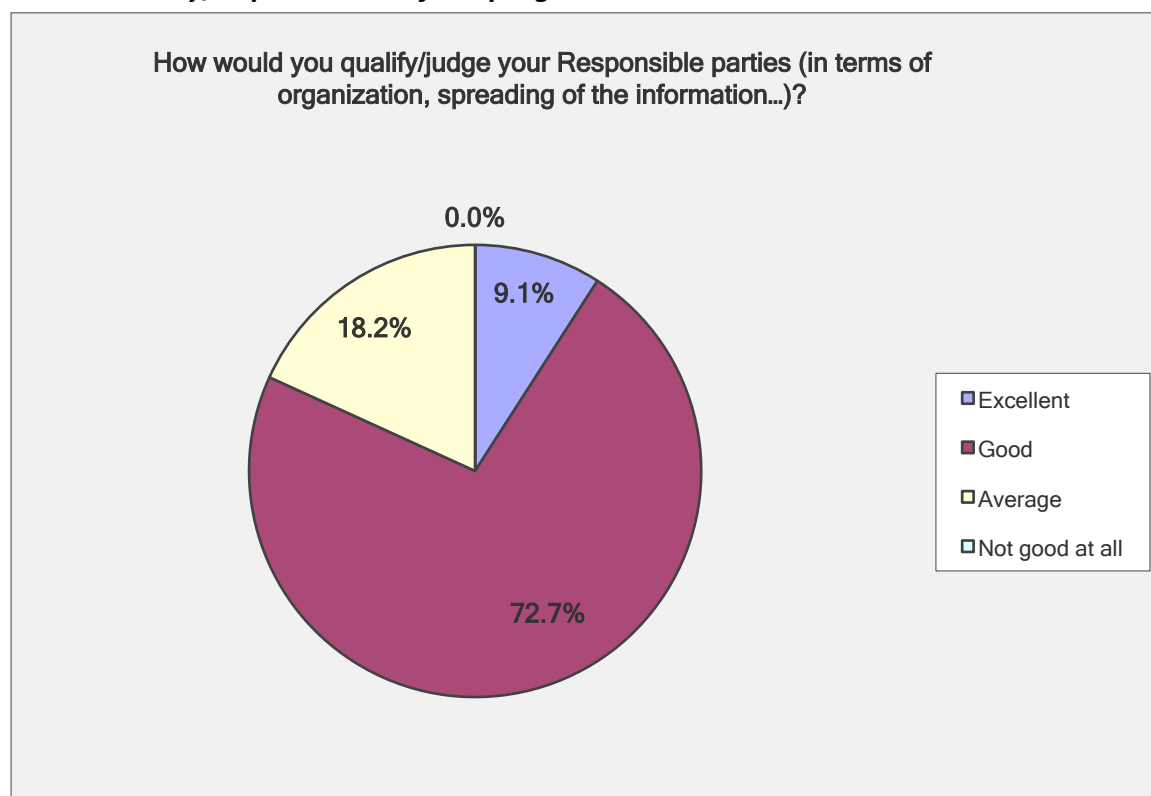
Respondent Country	Ideas or gadgets developed locally
Croatia	Free snacks and water on parties and Responsible party game. At the beginning of the party students are tested with breathalyzers and those who had no more than 0.3 % alcohol in blood participated in Responsible party game, in a way that ambassador wrote their name on a paper and put it in the Responsible box. Around 2 am we draw two names from Responsible party box. After that winners were tested again with breathalyzers, and if they still didn't have more than 0.3 % alcohol in blood they won the prize.
Lithuania	QR codes and Facebook page
Netherlands	Water bottles with RP condoms
Belgium	Watertank backpack
Serbia	We used IPADs locally for promoting the Responsible Party Facebook page during the parties. We also developed some additional gifts for parties during wintertime (cap).
Spain	I use Ipad to show the information to the guests
Czech Republic	Pens
Germany	Additional Gadgets: Cookies, Responsible Party Flyer in local language. We have an additional infostand and we hire a reaction wall as additional activity. Additional gadget would be very helpful: preferably something guests can use even after the party as a

	reminder (e.g. lip balm). Or an app with additional information and dates, alcohol free cocktail recipes.... Cool bracelets (not only usable on that night)
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Even though the RP programme is very decentralized, some affiliates still expect a support from the holding, personified by Géraldine, the RP programme project manager. Affiliates emphasize the importance of having good gadgets and, sometimes, also cheaper ones.

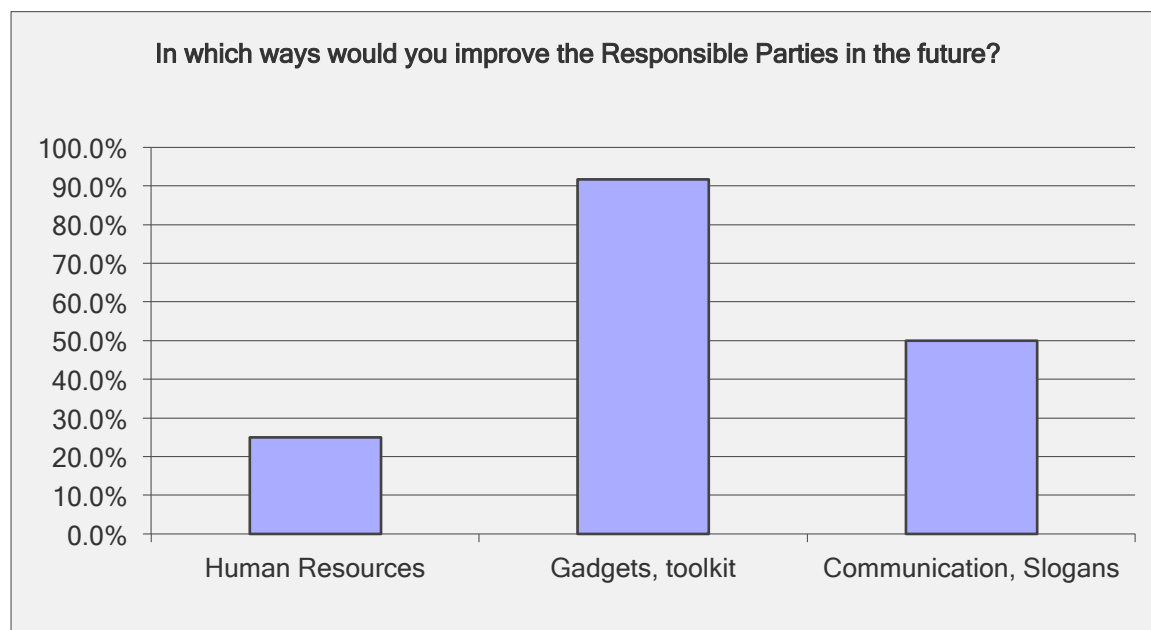
Respondent Country	What kind of support, but money, would you expect from Geraldine/ the Holding that you don't currently have?
Croatia	I have appropriate support from Geraldine.
Turkey	Geraldine is very good in supporting but since she is only one, as long as I know, and travelling very often, she can sometimes be late by answering our e-mails. We would like to have more results.
Netherlands	More cool items: - custom made photo walls. - photo flyers with a voucher for a cool RP gadget (they can get it through FB) - Nice clothing who is very nice for the students to wear. - A Dutch toolkit to hand over to all the ambassadors.
Bosnia	POS , gadgets
Belgium	Money for the gifts : they are the best-selling arguments to be partner of a responsible party
Serbia	The idea for poster competition was really great and motivating for our local Responsible Party ambassadors. In general, any opportunity for (educational) travel, competitions (possibly even internships) are very motivating for our ambassadors.
Germany	Can't think of anything right now.
	It would be great if a new version of the questionnaire would be developed. Less expensive gadgets, all gadgets available are very pricy.

- **Quality/Improvement of the programme**



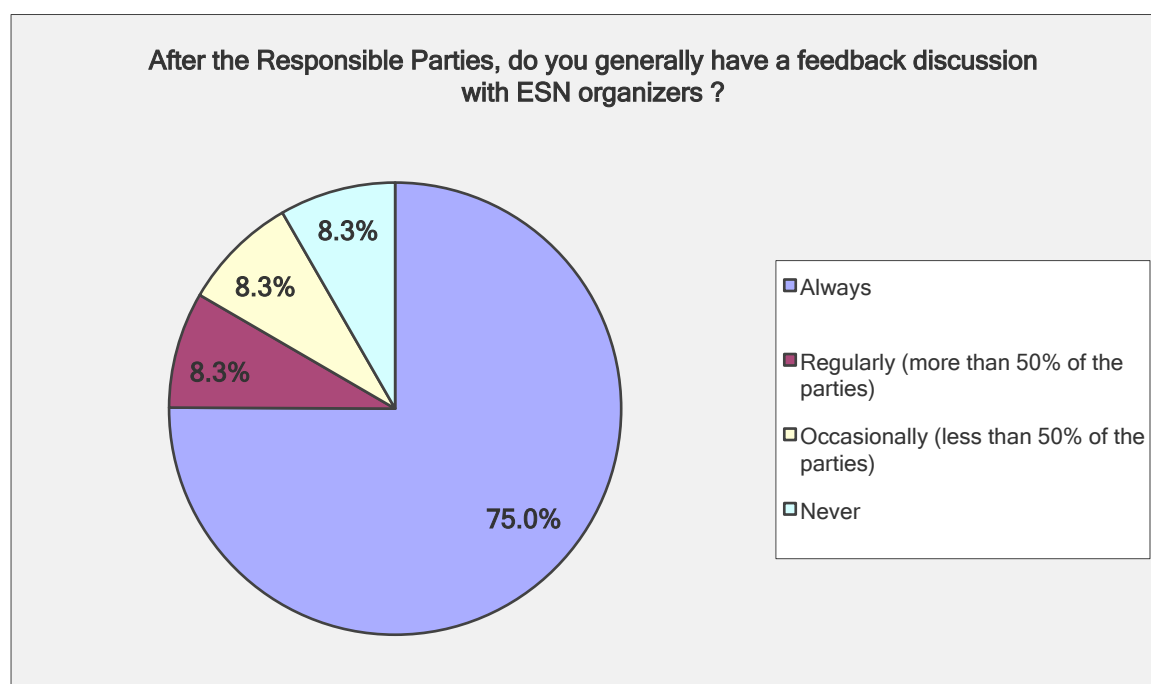
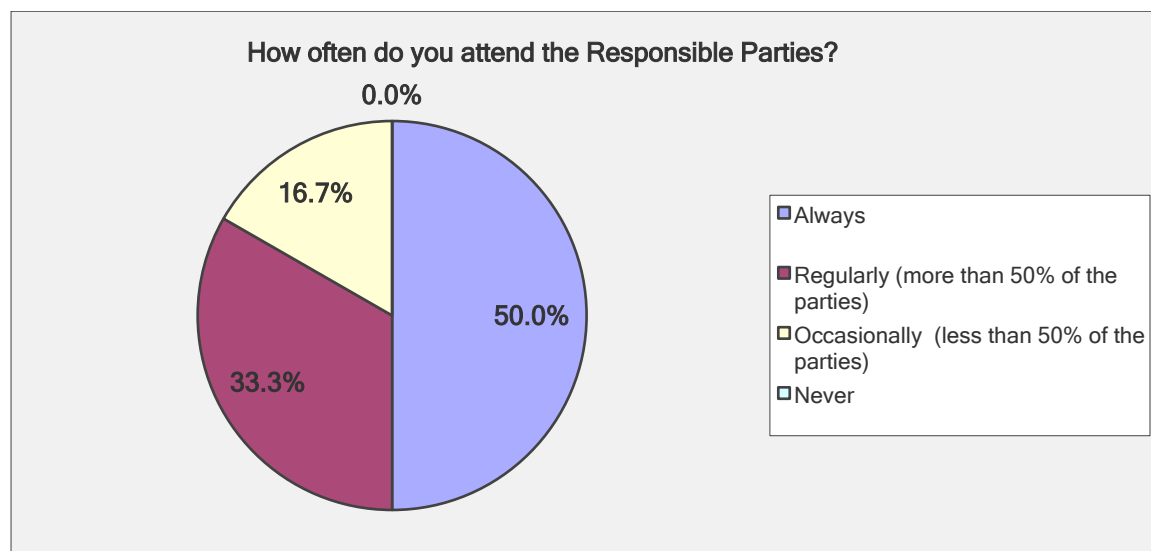
A vast majority of RP leaders reckon their own RPs as “good” RPs. 20% of them consider that they are “average” whereas only 9% think they are “excellent”. Those results demonstrate a significant learning curve for the Responsible Parties.

The affiliates indeed consider in majority that there is a room for improvement for their RPs. Almost all of them think the toolkit could be improved whereas 50% would like to see an improvement in the communication and the slogans.



- **Role and involvement of the RP leaders**

According to the countries, the RP leaders also have different views on their own roles. Half of them always attend the Responsible Parties whereas the other half of the RP leaders either attend regularly (to more than 50%) or occasionally (less than 50%). On the contrary, three fourth of the RP leaders always seek to have a feedback session with the ESN organisers.



- **Observations on reporting tools**

The following tables and charts show observations and comments from the RP leaders as to several reporting tools that are currently being used. Tools/methods that are used for reporting are (i) a participant questionnaire, (ii) an organiser questionnaire, (iii) informal reporting discussions with superiors, and (iv) with RP project Manager as well as (v) an internal Pernod Ricard discussion group on this topic, called Chatter.

As to the two reporting questionnaires, the RP leaders generally find them too long and difficult to fill in RPs context. A new participants' questionnaire has been created meanwhile, responding to these comments from the RP leaders.

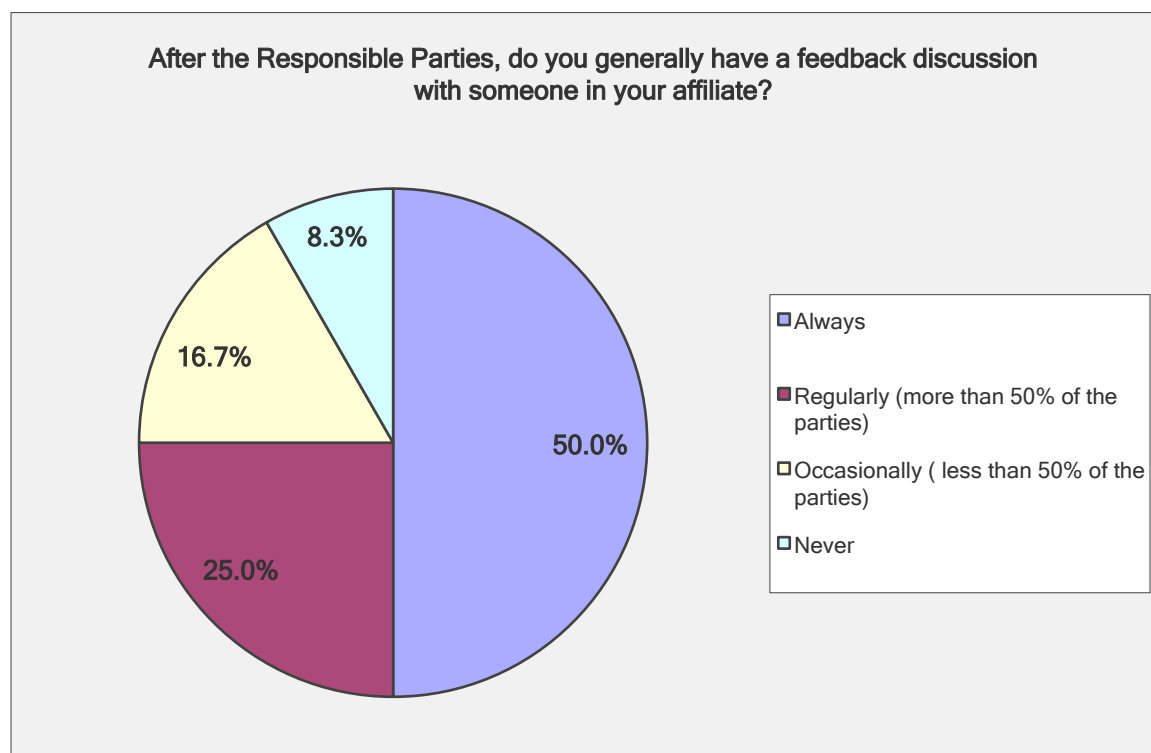
Respondent Country	What do you think about the questionnaire used for the participants? What would you change?¹⁰
Croatia	The questionnaire is too long and most of the students don't want to fill it and in most of cases it is too loud music in club and it is difficult to fill such long questionnaire. Questionnaire should contain 5 basic questions about alcohol consumption.
Lithuania	They are not clear.
Netherlands	I haven't use them during my time at PR
Hellas	They are fine. I think we can have the information needed.
Switzerland	I never used it.
Bosnia	Make it more user friendly (shorter and more concise)
Belgium	Shorter, digital.
Serbia	It is not suitable for night promotions, because of loud music and dimmed lights. I would make it on IPAD or use simplified version.
Czech Republic	I had to translate them into czech, not all attending student are from Erasmus program and sometimes they did not understand the form.
Germany	The questionnaire is too long and the format is not suitable for a party setting. There should be less questions and a more practicable format (e.g. postcard). It could also be an idea to have a special gift for everyone filling out the questionnaire. An online version would be interesting.

Respondent Country	And about the organizers questionnaire? What would you change?¹¹
Croatia	The same as per the participants questionnaire, it is too long.
Lithuania	The same as per the participants questionnaire
Hellas	The same as per the participants questionnaire
Switzerland	I never used it.
Bosnia	Make it more user friendly (shorter and more concise)
Belgium	Digital
Serbia	It is ok.
Germany	Only electronically

¹⁰ This question refers to the former participants' questionnaire, used during the 2012 scholar year.

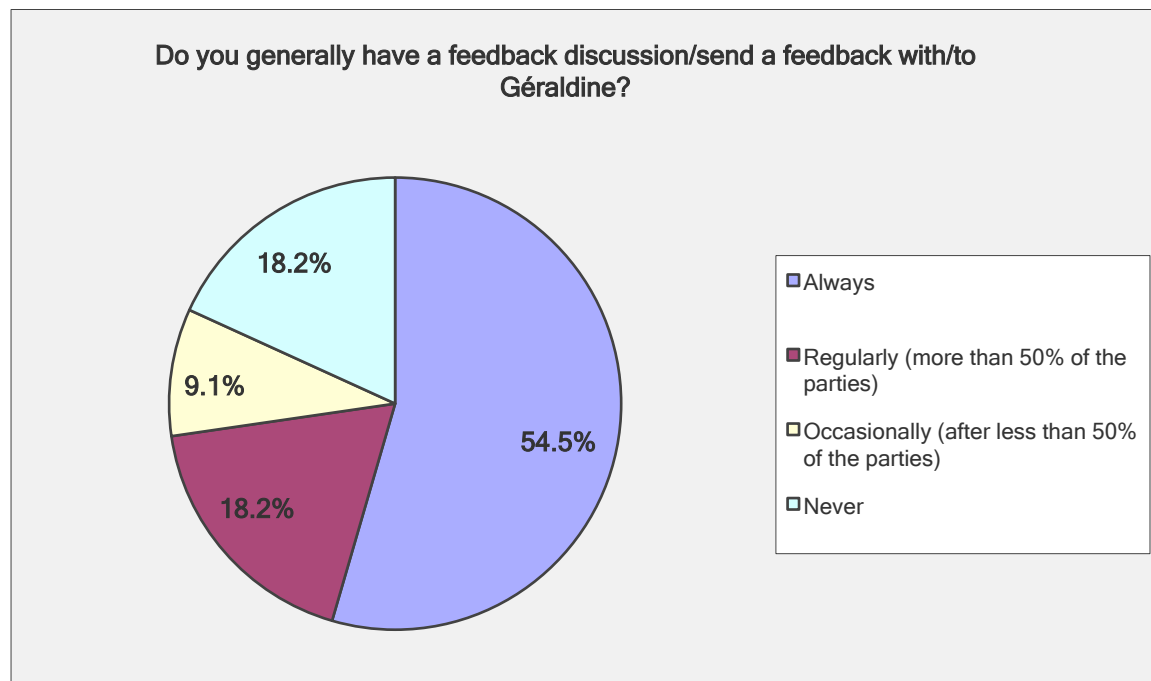
¹¹ This question refers to the former organisers' questionnaire, used during the 2012 scholar year.

Discrepancies between countries are also to be noted regarding the frequency of reporting. About 25% of the RP leaders declare having either no or only occasional feedback with someone in their affiliate, underlining a lack of internal follow-up in those affiliates. According to the affiliates, the reporting is also not always carried out towards the same person, or position in the company. It can be either done with CSR managers, Human Resources directors, marketing directors or communication managers.

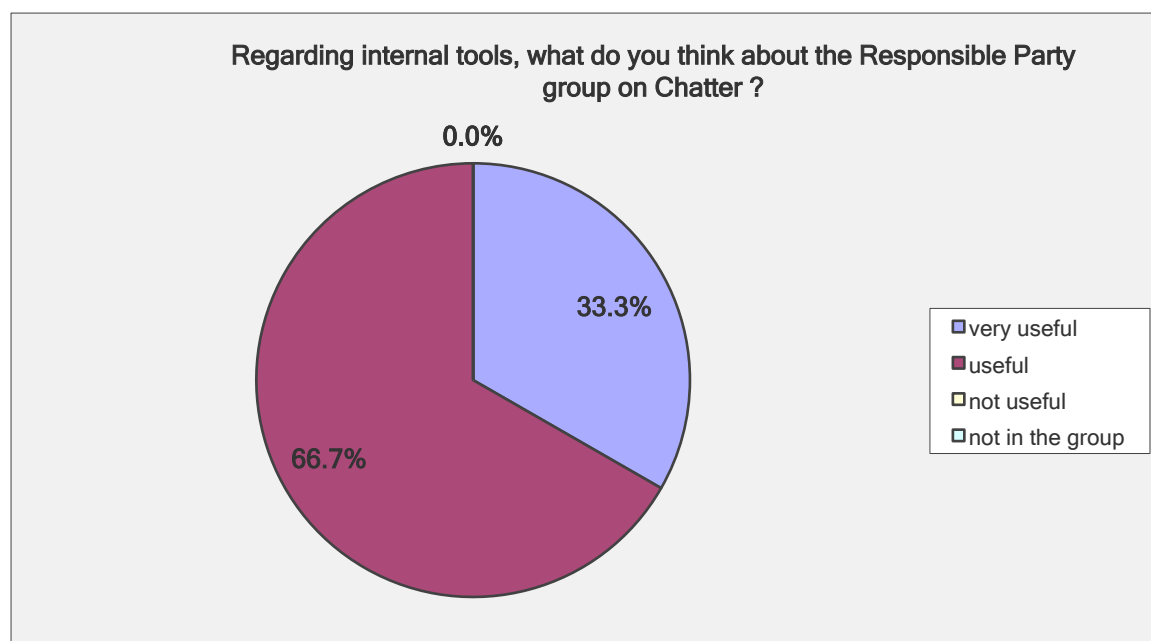


Respondent Country	Please specify with whom.
Croatia	With my manager and Mktg manager.
Turkey	Ümit Şener - Feride Abacı
Netherlands	Tom, our Brand Activation Manager
Hellas	Managing Director
Switzerland	Marketing Director
Bosnia	My colleagues
Belgium	HR Director
Serbia	Results are briefly presented at sales meeting that is attended by General Manager, and all sales and marketing members. CODI team is also updated by Marketing Manager during regular CODI meetings. Furthermore, all company employees are invited to parties prior to parties.
Spain	Marta Campomanes, CSR leader in Spain
Czech Republic	HR manager asks how it went.
Germany	Nicole Lichius, Communication Manager

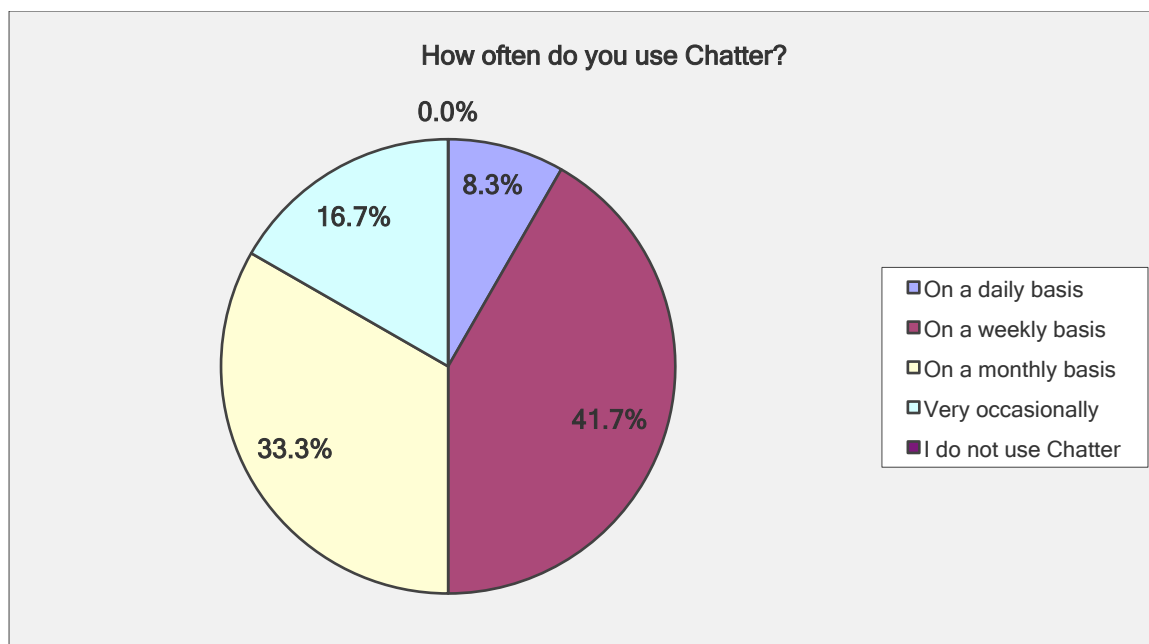
In terms of reporting with the holding and feedbacks between affiliates, there is again a large range of practices. Half of the RP leaders always communicate with the RP Project Manager¹² after the parties, whereas the other half reports regularly (18.2% of the respondents), occasionally (9.1% of the respondents) or simply do not report (18.2% of the respondents).



The internal reporting social network (Chatter) seems to be appreciated by the RP leaders, who use it frequently (83.3% of the respondents use it more than once a month) and find it “useful” (66.7%) or “very useful” (33.3%).



¹² Géraldine DICHAMP, CSR Project Manager



Respondent Country	Which type of a feedback session do you find the most useful for you?
Croatia	I can always see how my colleagues organize Responsible parties, and if I find something interesting I can follow their example.
Bosnia	Talking to colleagues from other affiliates in charge of organizing RP.
Belgium	Feedback from the organisers
Serbia	The internal feedback form is very useful.
Germany	Personal feedback with partners/colleagues and promoters who have been part of the organization or attended the party.